



Amendment No. 5  
to  
Agreement No. 9100 NG150000030  
for  
Social Services  
between  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**DBA**  
**GOODWILL CENTEX**  
and the  
**CITY OF AUSTIN**

*(Ready to Work Collaborative)*

- 1.0 The City of Austin and the Grantee hereby agree to the Agreement revisions listed below.
- 2.0 The total amount for this Amendment to the Agreement is **Seven Hundred Seventy Six Thousand Five Hundred Fifty One dollars (\$776,551)**. The total Agreement amount is recapped below:

Term	Agreement Change Amount	Total Agreement Amount
Basic Term: (Sept. 1, 2015 – Sept. 30, 2018)	n/a	\$ 2,095,977
Amendment No. 1: Add funds to Agreement and modify Exhibits	\$ 125,757	\$ 2,221,734
Amendment No. 2: Add funds to Agreement and modify Exhibits	\$ 34,066	\$ 2,255,800
Amendment No. 3: Add funds to Agreement and modify Exhibits	\$ 18,940	\$ 2,274,740
Amendment No. 4: Exercise Extension Option #1 (Oct. 1, 2018 – Sept. 30, 2019)	\$ 776,551	\$ 3,051,291
Amendment No. 5: Exercise Extension Option #2 (Oct. 1, 2019 – Sept. 30, 2020)	\$ 776,551	\$ 3,827,842

- 3.0 The following changes have been made to the original Agreement EXHIBITS:

**Exhibit A.2 -- Program Performance Measures** is deleted in its entirety and replaced with a new **Exhibit A.2 -- Program Performance Measures**. *[Revised 5/28/2019]*

**Exhibit B.1 -- Program Budget and Narrative** is deleted in its entirety and replaced with a new **Exhibit B.1 -- Program Budget and Narrative**. *[Revised 4/29/2019]*

- 4.0 The following Terms and Conditions have been MODIFIED:

4.1.2.3 For the Program Period of 10/1/2019 through 9/30/2020, the payment from the City to the Grantee shall not exceed \$776,551 (Seven Hundred Seventy Six Thousand Five Hundred Fifty One dollars).

5.0 MBE/WBE goals were not established for this Agreement.

6.0 Based on the criteria in the City of Austin Living Wage Resolution #020509-91, the Living Wage requirement does not apply to this Agreement.

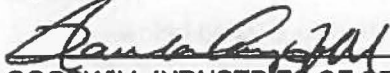
7.0 By signing this Amendment, the Grantee certifies that the Grantee and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the Exclusion records found at SAM.gov, the State of Texas, or the City of Austin.

8.0 All other Agreement terms and conditions remain the same.

BY THE SIGNATURES affixed below, this Amendment is hereby incorporated into and made a part of the above-referenced Agreement.

**GRANTEE**

Signature:



GOODWILL INDUSTRIES OF CENTRAL  
TEXAS DBA GOODWILL CENTEX  
Paula Campbell, President & CEO  
1015 Norwood Park Blvd  
Austin, TX 78753

Date: 8.16.19

**CITY OF AUSTIN**

Signature:



City of Austin  
Purchasing Office  
PO Box 1088  
Austin, TX 78767

Date: 9.27.19



**Program Performance Measures**

*Contract Start*  
9/1/2015

*Contract End*  
9/30/2020

*Period Performance Start*  
10/1/2019

*Period Performance End*  
9/30/2020

**Outputs**

<i>OP #</i>	<i>Output Measure Description</i>	<i>Period Goal</i>		
		<i>City</i>	<i>Other</i>	<i>Total</i>
1	Total Number of Unduplicated Clients Served	300		300

**Program Performance Measures**Contract Start  
9/1/2015Contract End  
9/30/2020Period Performance Start  
10/1/2019Period Performance End  
9/30/2020**Outcomes**

<b>OC Item</b>	<b>Outcome Measure Description</b>	<b>Total Program Goal</b>
1 Num	Number of individuals obtaining employment	201
1 Den	Number of individuals exiting the program	300
1 Rate	Percent of individuals obtaining employment	67
2 Num	Number of individuals who complete an educational program that improves their knowledge	18
2 Den	Number of individuals participating in the educational program	26
2 Rate	Percent of individuals who complete an educational program and demonstrate improved knowledge	69.23
3 Num	Number of clients who obtain or improve employment and retain employment after 6 months	81
3 Den	Total number of clients who obtained their first job or improved employment 6 months prior	201
3 Rate	Percent of clients who obtain or improve employment and retain employment after 6 months	40.3

**Program Budget and Narrative**

Program Start 10/1/2019

Program End 9/30/2020

	City Share	Other	Total
Salary plus Benefits	\$545,000.00	\$0.00	\$545,000.00
General Operations Expenses	\$48,274.00	\$0.00	\$48,274.00
Program Subgrantees	\$0.00	\$0.00	\$0.00
Staff Travel	\$0.00	\$0.00	\$0.00
Conferences	\$0.00	\$0.00	\$0.00
Operations SubTotal	\$48,274.00	\$0.00	\$48,274.00
Food and Beverages for Clients	\$0.00	\$0.00	\$0.00
Financial Direct Assistance to Clients	\$61,700.00	\$0.00	\$61,700.00
Other Assistance	Please Specify	Please Specify	Please Specify
Other Assistance Amount	\$121,577.00	\$0.00	\$121,577.00
Direct Assistance SubTotal	\$183,277.00	\$0.00	\$183,277.00
Capital Outlay Amount	\$0.00	\$0.00	\$0.00
Total	\$776,551.00	\$0.00	\$776,551.00

**Detailed Budget Narrative****Salaries plus Benefits**

Salaries, benefits, retirement, and employment taxes for programmatic and administrative staff related to the Ready to Work Collaborative program.

**General Op Expenses**

Telephone and communication expenses; utility and occupancy costs; printing; postage; staff travel within Travis County; general office supplies and equipment; background check expenses; general insurance; audit fees; drug screening; computers and associated software and maintenance.

**Program Subgrantees****Staff Travel****Conferences****Food and Beverage****Financial Assistance**

Transportation assistance including gift cards and financial assistance for: gas, bus passes, ride shares, mobility equipment, and bikes; housing stability including rental, utility, and cell phone assistance; books and school supplies; clothing and shoes for work and interviews; work supplies associated with construction, plumbing, electrical, and medical employment needs; equipment and educational software not to exceed \$300 per client, associated with technology based trainings and employment.

Incentives including gift cards not to exceed \$50 and bus passes for meeting program goals.

**Other Assistance**

Fees and tuition costs associated with occupational training and certifications provided by Goodwill Career and Technical Academy and other outside training providers.

Created 7/13/2018 1:05:00 PM

Last Modified, If Applicable 4/29/2019 11:45:00 AM

## ***Program Budget and Narrative***

*Goodwill counseling services for clients and other counseling providers.*

### ***Capital Outlay***



Amendment No. 4  
to  
Agreement No. NG150000030  
for  
Social Services  
between  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**DBA**  
**GOODWILL CENTEX**  
and the  
**CITY OF AUSTIN**

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Amendment No. 3: Add funds to Agreement and modify Exhibits	\$ 18,940	\$ 2,274,740
Amendment No. 4: Exercise Extension Option #1 (Oct. 1, 2018 – Sept. 30, 2019)	\$ 776,551	\$ 3,051,291

- 3.0 The following changes have been made to the original Agreement EXHIBITS:

**Exhibit A.1 -- Program Work Statement** is deleted in its entirety and replaced with a new **Exhibit A.1 -- Program Work Statement**. [Revised 8/28/2018]

**Exhibit A.2 -- Program Performance Measures** is deleted in its entirety and replaced with a new **Exhibit A.2 -- Program Performance Measures**. [Revised 8/7/2018]

**Exhibit B.1 -- Program Budget and Narrative** is deleted in its entirety and replaced with a new **Exhibit B.1 -- Program Budget and Narrative**. [Revised 7/13/2018]

**Exhibit B.2 -- Program SubGrantees** is deleted in its entirety from the Agreement.

- 4.0 The following Terms and Conditions have been MODIFIED:

4.1.2.3 For the Program Period of 10/1/2018 through 9/30/2019, the payment from the City to the Grantee shall not exceed \$776,551 (Seven Hundred Seventy Six Thousand Five Hundred Fifty One dollars).

5.0 MBE/WBE goals were not established for this Agreement.

6.0 Based on the criteria in the City of Austin Living Wage Resolution #020509-91, the Living Wage requirement does not apply to this Agreement.

7.0 By signing this Amendment, the Grantee certifies that the Grantee and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the Exclusion records found at SAM.gov, the State of Texas, or the City of Austin.

8.0 All other Agreement terms and conditions remain the same.

BY THE SIGNATURES affixed below, this Amendment is hereby incorporated into and made a part of the above-referenced Agreement.

**GRANTEE**

Signature:

Gerald Davis

GOODWILL INDUSTRIES OF CENTRAL  
TEXAS DBA GOODWILL CENTEX  
Gerald Davis, President & CEO  
1015 Norwood Park Blvd  
Austin, TX 78753

Date: 8/30/18

**CITY OF AUSTIN**

Signature:

[Signature]

City of Austin  
Purchasing Office  
PO Box 1088  
Austin, TX 78767

Date: 11/05/18

Approved By:  
leadw 11.6.18



## Program Work Statement

Contract Start Date

9/1/2015

Contract End Date

9/30/2019

### Program Goals And Objectives

Goodwill addresses the primary self-sufficiency goal of Transition out of Poverty by increasing employment opportunities for disadvantaged persons to further self-reliance. The secondary self-sufficiency goal that is addressed is Universal Support Services—counseling, education, and other support services that facilitate the ability to secure and maintain work. Partners including, but not limited to Austin Community College and Capital Area Counseling offer educational and mental health services to maximize the potential for employment success.

The primary Life Continuum category is Adults and Families. The Ready to Work Collaborative improves the quality of life for low-income adults, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services facilitate placement and employment retention. Services include job readiness training, case management, skills training, mental health counseling, job placement and retention services.

Persons with Disabilities increase their independence, dignity, housing stability, ability to meet basic needs, and self-reliance through employment through the Ready to Work Collaborative. The program supports jobseekers with disabilities with placement assistance, case management and connection with needed resources, job coaching, and counseling.

### Program Clients Served

Goodwill's target population is people with barriers to employment who are living at or below 200% of Federal Poverty Income Guidelines (FPIG). Goodwill focuses on four populations within those income guidelines: people who are homeless or experiencing housing instability, people with disabilities, ex-offenders, and those lacking skills or education. The populations are Goodwill's identified organization priority populations, and the majority of the organization's current service population is composed of individuals within these groups.

More than half of the clients served through this agreement are anticipated to have a criminal history. Goodwill leverages the agency's established presence at the Travis County Correctional Complex, where many ex-offenders have participated in pre-release Job Readiness Training.

Goodwill maintains an electronic record of client eligibility, including initial and annual certifications, in the agency's Empowered Case Management (ECM) database as well as a hard copy file. Client files include initial and annual certifications, intake assessments and service plans, services provided to the client, demographics, employer/placement details, barriers, outcomes, and other relevant data.

Upon recertification for program eligibility, clients determined to have family/household income above 200% of FPIG, but equal to or less than 250% of FPIG, are allowed to complete the services outlined in their current Individual Employment Plan as long as income does not rise above 250% of FPIG. No additional services or objectives may be added to the IEP after it is determined that the client is above 200% of FPIG. However, clients remaining under 250% of FPIG may be provided with post-employment follow-up services and employment incentives up to the maximum defined by the program. Clients determined to be above 250% of FPIG must be transferred to another funding source or released immediately at the time of determination.

### Program Services And Delivery

The Ready to Work Collaborative uses the following strategies to generate lifelong connections to work:

- A comprehensive array of employment-related services supporting Central Texans to prepare for, secure, and maintain steady jobs, which can include direct assistance for items related to employment support and access to basic needs
- A family-strengthening model serving multiple life continuums provides holistic, wraparound supports.
- Client ease of access is maximized through co-located service provision embedded within other community nonprofits.
- Utilizes key collaborators and partners to achieve ambitious goals and best meet need.
- Provides individualized, highly-customized services that "meet clients where they are."
- Leveraging Goodwill resources, including infrastructure, social enterprise model, robust community networks and partnerships. Resources include educational opportunities such as vocational education through the Goodwill Career Academy and The Excel Center, Goodwill's adult dropout recovery charter school, which allows individuals up to age 50 to earn a high school diploma.
- Focus not on only a job but a sustainable career — Goodwill's mission is to generate lifelong connections to work.

Services include: Assessment/Intake, Case Management, Career Readiness Training, Job Placement, Occupational Skills

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## ***Program Work Statement***

***Contract Start Date***

**9/1/2015**

***Contract End Date***

**9/30/2019**

Training, Job Coaching, Mental Health Counseling, Work Experience, Financial Literacy, and Job Retention. Goodwill works with community partners (not funded through this agreement) to implement Ready to Work.

Agency/Entity - Target Client Population as follows:

Foundation Communities - Low-income permanent supportive housing

Austin Resource Center for the Homeless - Homeless shelter (males)

Salvation Army - Homeless services (women and families)

The SAFE Alliance - Families affected by domestic violence

Integral Care - People with disabilities

Each of these agencies offers space and resources to the Ready to Work Collaborative to house a Goodwill Case Manager/Employment Specialist who assist clients of the host agency with completing training and preparing for, securing, and maintaining employment.

Goodwill coordinates with other entities to ensure the needs of clients are addressed. These entities include, but are not limited to Austin Community College (ACC), and Capital Area Counseling. Capital Area Counseling offers mental health counseling that stabilizes participants and increases their ability to maintain employment, and ACC provides training and curriculum leading to certifications in high demand industries. Goodwill's community-based approach to service provision emphasizes easy access for clients, many of whom have transportation, child care, or other barriers. When rental, utility, and/or housing assistance is provided, payments will be made directly to the appropriate vendor rather than to the client.

Project activities:

Assessment/Intake - Ensures that clients are linked to the most appropriate services to meet their needs depending on eligibility requirements, client location, etc. A dedicated Intake phone line streamlines client access.

Case Management - Assists participants with connection to necessary community resources, as well as resolving potential barriers to employment. Goodwill Case Manager/Employment Specialists develop the Individual Service Plan, a comprehensive analysis of each individual's knowledge, skills, and abilities, and potential career interests.

Career Readiness Training - Resume development, interviewing practice, career exploration, job seeking skills prepare youth and adult participants for work. The Career Readiness Training (CRT) Boot Camp model was implemented in 2012 and includes modules on Career Guidance, Interviewing, Job Searching, Work Ethic, and Work Safety. As part of CRT, technology skills training equip the client with marketable skills in computer applications such as Word, Excel, PowerPoint, email and internet. Career Readiness Training supports job retention by increasing client awareness of employer expectations such as appropriate attire, behavior, and communication styles.

Job Placement - Leverages Goodwill's employer network, consisting of thousands of local businesses, to help clients secure work. The Ready to Work Collaborative budget includes an Employer Developer position, who establish employer hiring relationships. Goodwill also works closely with local employers to develop training to fill unmet workforce needs.

Occupational Skills Training - Skills training through the Goodwill Career Academy equips participants with a marketable credential in a demand industry. Currently available credentials include PC Technician, Certified Nursing Assistant, Certified Apartment Maintenance Technician, HVAC Technician, Accounting/Bookkeeping, Administrative Assistant, Machinist, and Commercial Driver's License (CDL). In the next two years, Goodwill anticipates adding additional credentials based on industry demand and skill sets required by specific employers.

Job Coaching - One-on-one assistance offered to individuals who may require extra time and support to learn job duties, especially people with disabilities.

Mental Health Counseling - Assists clients with addressing mental health issues that could affect employment. Capital Area Counseling has been providing low-cost, no-session limit psychotherapy for more than thirty years for adults, children, couples, and families. Issues addressed with Ready to Work clients through group and individual therapy include depression, stress/anxiety, substance abuse treatment referral, trauma, grief/loss, and other issues as needed.

Financial Literacy - Case Managers assist clients with completing the FDIC MoneySmart curriculum which includes modules in budgeting, saving, using credit wisely, avoiding predatory lending practices. These are crucial skills necessary to learning how to manage newly-earned paychecks and increase the financial stability of the family.

Job Retention - Includes counseling and support for staying on the job and planning career advancement and educational goals. Maximizes the potential for success by assisting clients with resolving issues that could adversely affect employment retention.

Barriers that Goodwill expects to mitigate include:

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*Last Modified, If Applicable 8/28/2018 10:53:00 AM*



## ***Program Work Statement***

***Contract Start Date*****9/1/2015*****Contract End Date*****9/30/2019**

- Difficulty placing people with criminal histories: Although Ready to Work has demonstrated success placing clients with criminal histories, this population still faces very limited employment options. This barrier is addressed by working with participants to be able to effectively explain criminal histories, develop letters of explanation, and educate employers about available tax credits and bonding. Other Goodwill programs serving this population is leveraged, including Fatherhood Works (funded by U.S. Health and Human Services) and Re-Integration Services for Ex-Offenders (RISE), funded by the U.S. Department of Labor.
- Significant disabilities may be a barrier for clients. For someone who may have never successfully held competitive employment, placement is challenging to obtain. For individuals with significant disabilities, accepting an entry-level position may not immediately result in raising the family out of poverty, but may be a very important milestone for that person. The individual can then build a work history, learn hard and soft skills, and be introduced to career options. For any client enrolled in the program, retention services include planning for advancement and long-term career options, with a focus on professional growth. The proposed Bridge program, which is embedded within the Ready to Work Collaborative strategy, provides the intensive support clients need to get connected to the Department of Assistive and Rehabilitative Services (DARS) and other service to support the long-term goal of attachment to work and, eventually, a career.
- Lack of education/marketable skills is also a significant barrier faced by many clients. This barrier is addressed through the provision of the accessibility of Goodwill's charter school, and the coordination with Austin Community College that offers clients the opportunity to earn a marketable certification.

### ***System for Collecting and Reporting Program Data***

Goodwill has used the sophisticated, cloud-based Empowered Case Management (ECM) database since 2012. A key success is ECM's robust database design that allows custom reports to be developed that can access any data field relevant to the client's success. An identified challenge is keeping up with constantly changing needs; Goodwill has an Information Technology staff member specifically dedicated to ECM updates, technical support, and database management.

### ***Performance Evaluation***

Goodwill uses ECM to generate daily, weekly, monthly, and annual reports, which are analyzed to ensure that program and service objectives are on track. Goals tracked by ECM are carried over to Goodwill's most critical performance management tool, our Balanced Scorecard (BSC) which is assessed by Goodwill's Board and leadership on a monthly basis. Goals are color-coded to indicate whether they have achieved target, have not achieved target, or are in danger of not meeting target. Goodwill also identifies and tracks progress on Forward Thinking Metrics (FTM) and an Outcomes Management Report (OMR). If any metrics are in danger of not being attained, a corrective action plan is implemented and results are reported back to the group by the responsible party.

### ***Quality Improvement***

Program fidelity is ensured through strong reliance upon Goodwill's strategic plan, which outlines tenets of program design and the agency's long-term vision and action plan. Goodwill's highly-trained staff are familiar with all aspects of the program and complete refresher training on a regular basis. Goodwill's Empowered Case Management (ECM) client database also guides workflow controls to ensure systematic and consistent service delivery methodology. Services are client-driven—programs are developed based on local needs assessments and client feedback, and continuously improved based on input from focus groups and other feedback.

### ***Service Coordination with Other Agencies***

The co-located service strategy utilized through the Ready to Work Collaborative maximizes the strengths of other agencies and minimizes service duplication. All of the proposed relationships are synergistic, capitalizing on the strengths of both agencies for the benefit of participants. Goodwill is also a member of the Best Single Source (BSS) Plus Collaborative. BSS Plus provides basic needs assistance which is critical for clients after a period of unemployment.

Goodwill currently has myriad formal and informal relationships with other agencies for mutual referrals and comprehensive services provision. Examples include Caritas, The SAFE Alliance, Foundation Communities, Integral Care, Any Baby Can, the Texas Department of Assistive and Rehabilitative Services, Travis County Correctional Complex at Del Valle, Central Texas Food Bank, Austin Transitional Center, Dress for Success, and Austin Freenet. Goodwill's relationships are client-driven, and as such, these relationships are continuously evolving to best meet client need.

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## ***Program Work Statement***

***Contract Start Date***      9/1/2015      ***Contract End Date***      9/30/2019

Goodwill staff are experienced with assisting clients with connecting to mainstream resources and public benefits. These needs are identified in the Individual Service Plan, along with a strategy for meeting each need. These connections may include referral, assistance with obtaining, completing, and submitting applications for benefits, and follow-up to ensure the client's needs have been met. Goodwill staff also receive regular training (such as through 211 Texas) regarding the benefits and resources that may be available for clients.

### ***Service Collaboration with Other Agencies***

This agreement is not a collaboration as defined by Austin Public Health.

### ***Community Planning Activities***

Goodwill has taken an active role in numerous community planning entities and events. These include the Ending Community Homelessness Coalition (ECHO) since 2005, the Austin/Travis County Re-Entry Roundtable since 2005, the Social Services Case Management Network (Goodwill sponsors trainings and have had staff serve as officers in recent years), the Ready by 21 Coalition (since 2005) and the Austin Mayor's Committee for People with Disabilities (AMCPD) for over a decade.

In 2014, Goodwill was accepted as a member of the Austin Community Advancement Network (CAN), a partnership of key governmental, non-profit, private and faith-based organizations which leverage mutual resources to collectively improve social, health, educational and economic opportunities for the Austin Community. Additionally in 2014, Goodwill's President Gerald L. Davis was elected to the Board of the Austin Chamber of Commerce.

Other related community planning activities of which Goodwill is a participant or a supporter include the Literacy Coalition, Restore Rundberg, Housing Authority of the City of Austin (HACA) Rosewood Choice Neighborhood Initiative, Alliance for Economic Inclusion and the Point in Time Homeless Count.

**Program Performance Measures**

**Contract Start**  
9/1/2015

**Contract End**  
9/30/2019

**Period Performance Start**  
10/1/2018

**Period Performance End**  
9/30/2019

**Outputs**

<b>OP #</b>	<b>Output Measure Description</b>	<b>Period Goal</b>		
		<b>City</b>	<b>Other</b>	<b>Total</b>
1	Total Number of Unduplicated Clients Served	300		300



**Program Performance Measures****Contract Start**  
9/1/2015**Contract End**  
9/30/2019**Period Performance Start**  
10/1/2018**Period Performance End**  
9/30/2019**Outcomes**

<b>OC Item</b>	<b>Outcome Measure Description</b>	<b>Total Program Goal</b>
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3 Den	Total number of clients who obtained their first job or improved employment 6 months prior	201
3 Rate	Percent of clients who obtain or improve employment and retain employment after 6 months	40.3

**Program Budget and Narrative**

Program Start 10/1/2018

Program End 9/30/2019

	City Share	Other	Total
<b>Salary plus Benefits</b>	<b>\$545,000.00</b>	<b>\$0.00</b>	<b>\$545,000.00</b>
General Operations Expenses	\$48,274.00	\$0.00	\$48,274.00
Program Subgrantees	\$0.00	\$0.00	\$0.00
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<b>Capital Outlay Amount</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Total</b>	<b>\$776,551.00</b>	<b>\$0.00</b>	<b>\$776,551.00</b>

**Detailed Budget Narrative****Salaries plus Benefits**

Salaries, benefits, retirement, and employment taxes for programmatic and administrative staff related to the Ready to Work Collaborative program.

**General Op Expenses**

Telephone and communication expenses; utility and occupancy costs; printing; postage; staff travel within Travis County; general office supplies and equipment; background check expenses; general insurance; audit fees; drug screening; computers and associated software and maintenance.

**Program Subgrantees****Staff Travel****Conferences****Food and Beverage****Financial Assistance**

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Incentives including gift cards not to exceed \$50 and bus passes for meeting program goals.

**Other Assistance**

Fees and tuition costs associated with occupational training and certifications provided by Goodwill Career and Technical Academy and other outside training providers.

Created 7/13/2018 1:05:00 PM

Last Modified, If Applicable

***Program Budget and Narrative***

*Goodwill counseling services for clients and other counseling providers.*

***Capital Outlay***





Amendment No. 3  
to  
Agreement No. NG150000030  
for  
Social Services  
between  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
and the  
**CITY OF AUSTIN**

- 1.0 The City of Austin and the Grantee hereby agree to the Agreement revisions listed below.
- 2.0 The total amount for this Amendment to the Agreement is ***Eighteen Thousand Nine Hundred Forty dollars (\$18,940)***. The total Agreement amount is recapped below:

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**Exhibit B.2 -- Program SubGrantees** is deleted in its entirety and replaced with a new **Exhibit B.2 -- Program SubGrantees**. [Revised 4/3/2018]

- 4.0 The following Terms and Conditions have been MODIFIED:

Section 4.1 **Agreement Amount**. The Grantee acknowledges and agrees that, notwithstanding any other provision of this Agreement, the maximum amount payable by the City under this Agreement for the initial 37 month term shall not exceed the amount approved by City Council, which is **\$2,274,740 (Two Million Two Hundred Seventy Four Thousand Seven Hundred Forty dollars)**, and \$776,551 (Seven Hundred Seventy Six Thousand Five Hundred Fifty One dollars) per 12 month extension option, for a total Agreement amount of \$4,604,393. Continuation of the Agreement beyond the initial 37 months is specifically contingent upon the availability and allocation of funding, and authorization by City Council.

4.1.2.3 For the Program Period of 10/1/2017 through 9/30/2018, the payment from the City to the Grantee shall not exceed \$776,551 (Seven Hundred Seventy Six Thousand Five Hundred Fifty One dollars).

5.0 MBE/WBE goals were not established for this Agreement.

6.0 Based on the criteria in the City of Austin Living Wage Resolution #020509-91, the Living Wage requirement does not apply to this Agreement.

7.0 By signing this Amendment, the Grantee certifies that the Grantee and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the Exclusion records found at SAM.gov, the State of Texas, or the City of Austin.

8.0 All other Agreement terms and conditions remain the same.

BY THE SIGNATURES affixed below, this Amendment is hereby incorporated into and made a part of the above-referenced Agreement.

**GRANTEE**

Signature: \_\_\_\_\_

Mark Hiemstra  
GOODWILL INDUSTRIES OF CENTRAL  
TEXAS MARK HIEMSTRA, CDO for  
Gerald Davis, President & CEO *July authorized*  
1015 Norwood Park Blvd  
Austin, TX 78753

Date: 4/20/2018

**CITY OF AUSTIN**

Signature: \_\_\_\_\_

[Signature]  
City of Austin  
Purchasing Office  
PO Box 1088  
Austin, TX 78767

Date: 5/25/18

**Program Budget and Narrative**

	<b>1</b>	<b>Period 2</b>	<b>3</b>	<b>Contract Start Contract End</b>	<b>9/1/2015 9/30/2018</b>
Period Start Date	9/1/2015	10/1/2016	10/1/2017		
Period End Date	9/30/2016	9/30/2017	9/30/2018		
<b>Salary plus Benefits</b>	<b>\$503,569.00</b>	<b>\$520,495.00</b>	<b>\$520,495.00</b>		<b>\$1,544,559.00</b>
General Operations Expenses	\$52,200.00	\$40,274.00	\$48,274.00		\$140,748.00
Program Subgrantees	\$82,343.00	\$42,500.00	\$16,400.00		\$141,243.00
Staff Travel	\$0.00	\$0.00	\$0.00		\$0.00
Conferences	\$0.00	\$0.00	\$0.00		\$0.00
<b>Operations SubTotal</b>	<b>\$134,543.00</b>	<b>\$82,774.00</b>	<b>\$64,674.00</b>		<b>\$281,991.00</b>
Food and Beverages for Clients	\$0.00	\$0.00	\$0.00		\$0.00
Financial Direct Assistance to Clients	\$62,700.00	\$77,700.00	\$61,700.00		\$202,100.00
Other Assistance Amount	\$39,766.00	\$76,642.00	\$129,682.00		\$246,090.00
<b>Direct Assistance SubTotal</b>	<b>\$102,466.00</b>	<b>\$154,342.00</b>	<b>\$191,382.00</b>		<b>\$448,190.00</b>
<b>Capital Outlay Amount</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		<b>\$0.00</b>
<b>Total</b>	<b>\$740,578.00</b>	<b>\$757,611.00</b>	<b>\$776,551.00</b>		<b>\$2,274,740.00</b>
Total Period Percentage	32.56	33.31	34.14		

**Detailed Budget Narrative****Salaries plus Benefits**

Salaries, benefits, retirement, and employment taxes for programmatic and administrative staff related to the Ready to Work Collaborative.

**General Op Expenses**

Telephone and communication expenses; utility and occupancy costs; printing; postage; staff travel within Travis County; general office supplies and equipment; background check expenses; general insurance; audit fees; drug screening; computers and associated software and maintenance.

**Program Subgrantees**

Costs associated with services provided through subcontract agreements with Austin Community College and Capital Area Counseling.

**Staff Travel****Conferences****Food and Beverage****Financial Assistance**

Transportation assistance including gift cards and financial assistance for: gas, bus passes, and bikes; books and school supplies; clothing and shoes for work and interviews; work supplies associated with construction and medical employment needs; equipment and educational software not to exceed \$300 per client, associated with technology based trainings and employment

Incentives including gift cards not to exceed \$50 and bus passes for meeting program goals.

**Other Assistance**

Fees and tuition costs associated with occupational training and certifications provided by Goodwill Career and Technical Academy and other outside training providers.

Goodwill counseling services for clients and costs associated with outside counseling providers.

**Capital Outlay**

Created 4/28/2015 10:59:00 AM

Last Modified, If Applicable 4/3/2018 9:42:00 AM

**Program Subgrantees**


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	<i>Period</i>			<i>Contract Term</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subgrantee's Information****Name**

Capital Area Counseling

<i>Unduplicated Count</i>	16	16	1	33
<i>Amount</i>	\$2,500.00	\$2,500.00	\$400.00	\$5,400.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Mental health counseling services: including group and individual counseling for Depression, Stress and Anxiety, Trauma and Grief and Loss.

**Program Subgrantees**

	<i>Period</i>			<i>Contract Term</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subgrantee's Information****Name**

Austin Community College - Continuing Education

<i>Unduplicated Count</i>	35	18	7	60
<i>Amount</i>	\$79,843.00	\$40,000.00	\$16,000.00	\$135,843.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Occupational training, including tuition, exam fees, and books





Amendment No. 2  
to  
Contract No. NG150000030  
for  
Social Services  
between  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
and the  
**CITY OF AUSTIN**

- 1.0 The City of Austin and the Contractor hereby agree to the contract revisions listed below.
- 2.0 The total amount for this Amendment to the Agreement is **Thirty Four Thousand and Sixty Six dollars (\$34,066)**. The total Agreement amount is recapped below:

Term	Contract Change Amount	Total Contract Amount
Basic Term: (Sept. 1, 2015 – Sept. 30, 2018)	n/a	\$ 2,095,977
Amendment No. 1: Add funds to Contract and modify Exhibits	\$ 125,757	\$ 2,221,734
Amendment No. 2: Add funds to Contract and modify Exhibits	\$ 34,066	\$ 2,255,800

- 3.0 The following changes have been made to the original contract EXHIBITS:

**Exhibit B.1 -- Program Budget and Narrative** is deleted in its entirety and replaced with a new **Exhibit B.1 -- Program Budget and Narrative**. [Revised 5/1/2017]

**Exhibit B.2 -- Program Subcontractors** is deleted in its entirety and replaced with a new **Exhibit B.2 -- Program Subcontractors**. [Revised 5/4/2017]

**Exhibit E – Business Associate Agreement** is added to the Agreement.

- 4.0 The following Terms and Conditions have been MODIFIED:

Section 1.2 **Responsibilities of the Grantee**. The Grantee shall provide all technical and professional expertise, knowledge, management, and other resources required for accomplishing all aspects of the tasks and associated activities identified in the Agreement Exhibits. The Grantee shall assure that all Agreement provisions are met by any Subgrantee performing services for the Grantee.

Section 4.1 **Agreement Amount**. The Grantee acknowledges and agrees that, notwithstanding any other provision of this Agreement, the maximum amount payable by the City under this Agreement for the initial 37 month term shall not exceed the amount approved by City Council,

which is **\$2,255,800 (Two Million Two Hundred Fifty Five Thousand Eight Hundred dollars)**, and **\$757,611 (Seven Hundred Fifty Seven Thousand Six Hundred Eleven dollars)** per 12 month extension option, for a total Agreement amount of \$4,528,633. Continuation of the Agreement beyond the initial 37 months is specifically contingent upon the availability and allocation of funding, and authorization by City Council.

Section 4.1.1.2 Transfers between or among the approved budget categories in excess of 10% or more than \$50,000 will require the City Agreement Manager's approval, and must meet all of the conditions outlined in Section 4.1.1.1 (ii) and (iii) above.

- i. The Grantee must submit a Budget Revision Form to the City prior to the submission of the Grantee's first monthly billing to the City following the transfer.

Section 4.1.2 Payment to the Grantee shall be made in the following increments:

4.1.2.2 For the Program Period of 10/1/2016 through 9/30/2017, the payment from the City to the Grantee shall not exceed \$757,611 (*Seven Hundred Fifty Seven Thousand Six Hundred Eleven dollars*);

4.1.2.3 For the Program Period of 10/1/2017 through 9/30/2018, the payment from the City to the Grantee shall not exceed \$757,611 (*Seven Hundred Fifty Seven Thousand Six Hundred Eleven dollars*).

Section 4.3.1 All requests accepted and approved for payment by the City will be paid within 30 calendar days of the City's receipt of the deliverables or of the invoice, whichever is later. Requests for payment received without the information required in Section 4.2 cannot be processed, will be returned to the Grantee, and City will make no payment in connection with such request.

Section 4.4 **Non-Appropriation.** The awarding or continuation of this Agreement is dependent upon the availability of funding and authorization by Council. The City's payment obligations are payable only and solely from funds appropriated and available for this Agreement. The absence of appropriated or other lawfully available funds shall render the Agreement null and void to the extent funds are not appropriated or available and any deliverables delivered but unpaid shall be returned to the Grantee. The City shall provide the Grantee written notice of the failure of the City to make an adequate appropriation for any fiscal year to pay the amounts due under the Agreement, or the reduction of any appropriation to an amount insufficient to permit the City to pay its obligations under the Agreement. In the event of non- or inadequate appropriation of funds, there will be no penalty or removal fees charged to the City.

Section 4.7.1 The City agrees to pay Grantee for services rendered under this Agreement and to reimburse Grantee for actual, eligible expenses incurred and paid in accordance with all terms and conditions of this Agreement. The City shall not be liable to Grantee for any costs incurred by Grantee which are not reimbursable as set forth in Section 4.8.

Section 4.7.4 The City shall not be liable to Grantee for any costs which have been paid under other agreements or from other funds. In addition, the City shall not be liable for any costs incurred by Grantee which were: a) incurred prior to the effective date of this Agreement or outside the Agreement period as referenced in Sections 4.1.2 and 4.8.1., or b) not billed to the City within 5 business days before the due date for the Grantee's annual Contract Progress Report or Contract Closeout Summary Report, whichever is applicable.

Section 4.7.6 Grantee shall deposit and maintain all funds received under this Agreement in either a separate numbered bank account or a general operating account, either of which shall be supported with the maintenance of a separate accounting with a specific chart which reflects specific revenues and expenditures for the monies received under this Agreement. The Grantee's



accounting system must identify the specific expenditures, or portions of expenditures, against which funds under this Agreement are disbursed. Grantee must be able to produce an accounting system-generated report of exact expenses or portions of expenses charged to the City for any given time period.

**Section 4.8.1 Reimbursement Only.** Expenses and/or expenditures shall be considered reimbursable only if incurred during the current Program Period identified in Section 4.1.2, directly and specifically in the performance of this Agreement, and in conformance with the Agreement Exhibits. Grantee agrees that, unless otherwise specifically provided for in this Agreement, payment by the City under the terms of this Agreement is made on a reimbursement basis only; Grantee must have incurred and paid costs prior to those costs being invoiced and considered allowable under this Agreement and subject to payment by the City. Expenses incurred during the Program Period may be paid up to 30 days after the end of the Program Period and included in the Final Payment Request for the Program Period, which shall be due no later than 5 p.m. CST 5 business days before the due date for the Grantee's annual Contract Progress Report or Contract Closeout Summary Report, whichever is applicable.

**Section 4.8.3** The City's prior written authorization is required in order for the following to be considered allowable costs. Inclusion in the budget within this Agreement constitutes "written authorization." The item shall be specifically identified in the budget. The City shall have the authority to make the final determination as to whether an expense is an allowable cost.

1. Alteration, construction, or relocation of facilities
2. Cash payments, including cash equivalent gift cards such as Visa, MasterCard and American Express
3. Equipment and other capital expenditures.
4. Interest, other than mortgage interest as part of a pre-approved budget under this Agreement
5. Organization costs (costs in connection with the establishment or reorganization of an organization)
6. Purchases of tangible, nonexpendable property, including fax machines, stereo systems, cameras, video recorder/players, microcomputers, software, printers, microscopes, oscilloscopes, centrifuges, balances and incubator, or any other item having a useful life of more than one year and an acquisition cost, including freight, of over \$5,000
7. Selling and marketing
8. Travel/training outside Travis County

**Section 4.8.4** The following types of expenses are specifically **not allowable** with City funds under this Agreement. The City shall have the authority to make the final determination as to whether an expense is an allowable cost.

1. Alcoholic beverages
2. Bad debts
3. Compensation of trustees, directors, officers, or advisory board members, other than those acting in an executive capacity
4. Contingency provisions (funds). (Self-insurance reserves and pension funds are allowable.)
5. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringement
6. Deferred costs
7. Depreciation
8. Donations and contributions including donated goods or space
9. Entertainment costs, other than expenses related to client incentives
10. Fines and penalties (including late fees)
11. Fundraising and development costs
12. Goods or services for officers' or employees' personal use

13. Housing and personal living expenses for organization's officers or employees
14. Idle facilities and idle capacity
15. Litigation-related expenses (including personnel costs) in action(s) naming the City as a Defendant
16. Lobbying or other expenses related to political activity
17. Losses on other agreements or casualty losses
18. Public relations costs, except reasonable, pre-approved advertising costs related directly to services provided under this Agreement
19. Taxes, other than payroll and other personnel-related levies
20. Travel outside of the United States of America

Section 4.9.5 Grantee shall provide the City with a copy of the completed Administrative and Fiscal Review (AFR) using the forms shown at <http://www.ctkodm.com/austin/>, and required AFR Attachments, including a copy of the Grantee's completed Internal Revenue Service Form 990 or 990EZ (Return of Organization Exempt from Income Tax) if applicable, for each calendar year to be due in conjunction with submission of the Grantee's annual financial audit report or financial review report as outlined in Section 4.12.4. If Grantee filed a Form 990 or Form 990EZ extension request, Grantee shall provide the City with a copy of that application of extension of time to file (IRS Form 2758) within 30 days of filing said form(s), and a copy of the final IRS Form 990 document(s) immediately upon completion.

Section 4.10.1 Grantee shall maintain written policies and procedures approved by its governing body and shall make copies of all policies and procedures available to the City upon request. At a minimum, written policies shall exist in the following areas: Financial Management; Subcontracting and/or Procurement; Equal Employment Opportunity; Personnel and Personnel Grievance; Nepotism; Non-Discrimination of Clients; Client Grievance; Drug Free Workplace; the Americans with Disabilities Act; Conflict of Interest; Whistleblower; and Criminal Background Checks.

Section 4.11.2 The City expressly reserves the right to monitor client-level data related to services provided under this Agreement. If the Grantee asserts that client-level data is legally protected from disclosure to the City, a specific and valid legal reference to this assertion must be provided and is subject to acceptance by the City's Law Department.

Section 4.11.3 Grantee shall provide the City with copies of all evaluation or monitoring reports received from other funding sources during the Agreement Term upon request following the receipt of the final report.

Section 4.12.2 If Grantee is not subject to the Single Audit Act, and expends \$750,000 or more during the Grantee's fiscal year, then Grantee shall have a full financial audit performed in accordance with Generally Accepted Auditing Standards (GAAS). If less than \$750,000 is expended, then a financial review is acceptable, pursuant to the requirements of this Agreement.

Section 4.12.4 Grantee must submit 1 Board-approved, bound hard copy of a complete financial audit report or financial review report, to include the original auditor Opinion Letter/Independent Auditor's Report within 270 calendar days of the end of Grantee's fiscal year, unless alternative arrangements are approved in writing by the City. The financial audit report or financial review report must include the Management Letter/Internal Controls Letter, if one was issued by the auditor. Grantee may not submit electronic copies of financial audit reports or financial review reports to the City. Financial audit reports or financial review reports must be provided in hard copy, and either mailed or hand-delivered to the City.

Section 4.12.6 The City will contact the Board Chair to verify that the auditor presented the financial audit report/financial review report to the Grantee's Board of Directors or a committee of the Board.



- i. Grantee's Board Chair must submit a signed and dated copy of the APH Board Certification form to the City as verification.

A signed and dated copy of the APH Board Certification form will be due to the City with the financial audit report/financial review report. The City will deem the financial audit report/financial review report incomplete if the Grantee fails to submit the Board Certification form, as required by this Section.

**Section 8.6 Business Continuity.** Grantee warrants that it has adopted a business continuity plan that describes how Grantee will continue to provide services in the event of an emergency or other unforeseen event, and agrees to maintain the plan on file for review by the City. Grantee shall provide a copy of the plan to the City's Agreement Manager upon request at any time during the term of this Agreement, and the requested information regarding the Business Continuity Plan shall appear in the annual Administrative and Fiscal Review document.

Section 8.21.1.4 require that all Subgrantees obtain and maintain, throughout the term of their Subagreement, insurance in the type required by this Agreement, and in amounts appropriate for the amount of the Subagreement, with the City being a named insured as its interest shall appear;

**5.0** The following Terms and Conditions have been ADDED to the Agreement:

Section 4.3.3.8 identification of previously reimbursed expenses determined to be unallowable after payment was made.

Section 4.10.2 Grantee shall provide the City with copies of revised Articles of Incorporation and Doing Business As (DBA) certificates (if applicable) within 14 calendar days of receipt of the notice of filing by the Secretary of State's office. Grantee shall provide the City with copies of revised By-Laws within 14 calendar days of their approval by the Grantee's governing body.

Section 8.6.1 Grantee agrees to participate in the City's Emergency Preparedness and Response Plan and other disaster planning processes. Grantee participation includes assisting the City to provide disaster response and recovery assistance to individuals and families impacted by manmade or natural disasters.

Section 8.21.1.6 maintain and make available to the City, upon request, Certificates of Insurance for all Subgrantees.

**Section 8.27 Public Information Act.** Grantee acknowledges that the City is required to comply with Chapter 552 of the Texas Government Code (Public Information Act). Under the Public Information Act, this Agreement and all related information within the City's possession or to which the City has access are presumed to be public and will be released unless the information is subject to an exception described in the Public Information Act.

**Section 8.28 HIPAA Standards.** As applicable, Grantee and Subgrantees are required to develop and maintain administrative safeguards to ensure the confidentiality of all protected client information, for both electronic and non-electronic records, as established in the Health Insurance Portability and Accountability Act (HIPAA) Standards CFR 160 and 164, and to comply with all other applicable federal, state, and local laws and policies applicable to the confidentiality of protected client information. Grantee must maintain HIPAA-compliant Business Associate agreements with each entity with which it may share any protected client information.

**8.28.1 Business Associate Agreement.** If performance of this Agreement involves the use or disclosure of Protected Health Information (PHI), as that term is defined in 45 C.F.R. §

160.103, then Grantee acknowledges and agrees to comply with the terms and conditions contained in the Business Associate Agreement, attached as Exhibit E.

**Section 8.29 Political and Sectarian Activity.** No portion of the funds received by the Grantee under this Agreement shall be used for any political activity (including, but not limited to, any activity to further the election or defeat of any candidate for public office) or any activity undertaken to influence the passage, defeat, or final content of legislation; or for any sectarian or religious purposes.

**Section 8.30 Culturally and Linguistically Appropriate Standards (CLAS).** The City is committed to providing effective, equitable, understandable and respectful quality care and services that are responsive to diverse cultural beliefs and practices, preferred languages, health literacy, and other communication needs. This commitment applies to services provided directly by the City as well as services provided through its Grantees. Grantee and its Subgrantees agree to implement processes and services in a manner that is culturally and linguistically appropriate and competent. Guidance on adopting such standards and practices are available at the U.S. Department of Health and Human Services Office of Minority Health's website at: <https://minorityhealth.hhs.gov/omh/browse.aspx?lvl=1&lvlId=6>.

In some instances, failure to provide language assistance services may have the effect of discriminating against persons on the basis of their natural origin. Guidelines for serving individuals with Limited English Proficiency (LEP) are available at <https://www.lep.gov/faqs/faqs.html>.

6.0 MBE/WBE goals were not established for this Contract.

7.0 Based on the criteria in the City of Austin Living Wage Resolution #020509-91, the Living Wage requirement does not apply to this Contract.

8.0 By signing this Amendment, the Contractor certifies that the Contractor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the Exclusion records found at SAM.gov, the State of Texas, or the City of Austin.

9.0 All other Contract terms and conditions remain the same.

BY THE SIGNATURES affixed below, this Amendment is hereby incorporated into and made a part of the above-referenced contract.

**CONTRACTOR**

Signature:

Gerald Davis

GOODWILL INDUSTRIES OF CENTRAL  
TEXAS

Gerald Davis, President & CEO  
1015 Norwood Park Blvd  
Austin, TX 78753

Date: 5/21/17

**CITY OF AUSTIN**

Signature:

Shawn Willett

City of Austin  
Purchasing Office  
PO Box 1088  
Austin, TX 78767

Date: 6/20/17

**Program Budget and Narrative**

	<b>1</b>	<b>Period 2</b>	<b>3</b>	<b>Contract Start Contract End</b>	<b>9/1/2015 9/30/2018</b>
Period Start Date	9/1/2015	10/1/2016	10/1/2017		
Period End Date	9/30/2016	9/30/2017	9/30/2018		
<b>Salary plus Benefits</b>	<b>\$503,569.00</b>	<b>\$520,495.00</b>	<b>\$520,495.00</b>	<b>Total</b>	<b>\$1,544,559.00</b>
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Staff Travel	\$0.00	\$0.00	\$0.00		\$0.00
Conferences	\$0.00	\$0.00	\$0.00		\$0.00
<b>Operations SubTotal</b>	<b>\$134,543.00</b>	<b>\$82,774.00</b>	<b>\$82,774.00</b>		<b>\$300,091.00</b>
Food and Beverages for Clients	\$0.00	\$0.00	\$0.00		\$0.00
Financial Direct Assistance to Clients	\$62,700.00	\$77,700.00	\$77,700.00		\$218,100.00
Other Assistance Amount	\$39,766.00	\$76,642.00	\$76,642.00		\$193,050.00
<b>Direct Assistance SubTotal</b>	<b>\$102,466.00</b>	<b>\$154,342.00</b>	<b>\$154,342.00</b>		<b>\$411,150.00</b>
<b>Capital Outlay Amount</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>		<b>\$0.00</b>
<b>Total</b>	<b>\$740,578.00</b>	<b>\$757,611.00</b>	<b>\$757,611.00</b>		<b>\$2,255,800.00</b>
Total Period Percentage	32.83	33.59	33.59		

**Detailed Budget Narrative****Salaries plus Benefits**

Salaries, benefits, retirement, and employment taxes.

**General Op Expenses**

Telephone and communication expenses; utility and occupancy costs; printing; postage; staff travel within Travis County; general office supplies and equipment; background check expenses; general insurance; audit fees; drug screening; computers and associated software and maintenance.

**Program Subgrantees**

Costs associated with services provided through subcontract agreements with Austin Community College and Capital Area Counseling.

**Staff Travel****Conferences****Food and Beverage****Financial Assistance**

Transportation assistance including gift cards and financial assistance for: gas, bus passes, and bikes; books and school supplies; clothing and shoes for work and interviews; work supplies associated with construction and medical employment needs.

Incentives including gift cards not to exceed \$50 and bus passes for meeting program goals.

**Other Assistance**

Fees and tuition costs associated with occupational training and certifications provided by Goodwill Career and Technical Academy and other outside training providers.

Goodwill counseling services for clients.

**Capital Outlay**

Created 4/28/2015 10:59:00 AM

Last Modified, If Applicable 5/1/2017 12:12:00 PM



**Program Subgrantees**


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	<i>Period</i>			<i>Contract</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>Term</i>
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subgrantee's Information****Name**

Capital Area Counseling

<i>Unduplicated Count</i>	16	16	16	48
<i>Amount</i>	\$2,500.00	\$2,500.00	\$2,500.00	\$7,500.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Mental health counseling services: including group and individual counseling for Depression, Stress and Anxiety, Trauma and Grief and Loss.

**Program Subgrantees**


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	<i>Period</i>			<i>Contract</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>Term</i>
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subgrantee's Information****Name**

Austin Community College - Continuing Education

<i>Unduplicated Count</i>	35	18	18	71
<i>Amount</i>	\$79,843.00	\$40,000.00	\$40,000.00	\$159,843.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Occupational training, including tuition, exam fees, and books



## BUSINESS ASSOCIATE AGREEMENT PROVISIONS

This Business Associate Agreement (the "Agreement"), is made by and between the Grantee (Business Associate) and the City (Covered Entity) (collectively the "Parties") to comply with privacy standards adopted by the U.S. Department of Health and Human Services as they may be amended from time to time, 45 C.F.R. parts 160 and 164 ("the Privacy Rule") and security standards adopted by the U.S. Department of Health and Human Services as they may be amended from time to time, 45 C.F.R. parts 160, 162 and 164, subpart C ("the Security Rule"), and the Health Information Technology for Economic and Clinical Health (HITECH) Act, Title XIII of Division A and Title IV of Division B of the American Recovery and Reinvestment Act of 2009 and regulations promulgated there under and any applicable state confidentiality laws.

### RECITALS

WHEREAS, Business Associate provides services outlined in Exhibit A.1 to or on behalf of Covered Entity;

WHEREAS, in connection with these services, Covered Entity discloses to Business Associate certain protected health information that is subject to protection under the HIPAA Rules; and

WHEREAS, the HIPAA Rules require that Covered Entity receive adequate assurances that Business Associate will comply with certain obligations with respect to the PHI received, maintained, or transmitted in the course of providing services to or on behalf of Covered Entity.

NOW THEREFORE, in consideration of the mutual promises and covenants herein, and for other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

A. Definitions. Terms used herein, but not otherwise defined, shall have meaning ascribed by the Privacy Rule and the Security Rule.

1. Breach. "Breach" shall have the same meaning as the term "breach" in 45 C.F.R. §164.502.
2. Business Associate. "Business Associate" shall have the same meaning as the term "business associate" in 45 C.F.R. §160.103 and in reference to the party to this agreement, shall mean Grantee.
3. Covered Entity. "Covered Entity" shall have the same meaning as the term "covered entity" in 45 C.F.R. §160.103 and in reference to the party to this agreement shall mean The City of Austin.
4. Designated Record Set. "Designated Record Set" shall mean a group of records maintained by or for a Covered Entity that is: (i) the medical records and billing records about Individuals maintained by or for a covered health care provider; (ii) the enrollment, payment, claims adjudication, and case or medical management record systems maintained by or for a health plan; or (iii) used, in whole or in part, by or for the covered entity to make decisions about Individuals. For purposes of

this definition, the term "record" means any item, collection, or grouping of information that includes protected health information and is maintained, collected, used, or disseminated by or for a covered entity.

5. HIPAA Rules. The Privacy Rule and the Security Rule and amendments codified and promulgated by the HITECH Act are referred to collectively herein as "HIPAA Rules."
  6. Individual. "Individual" shall mean the person who is the subject of the protected health information.
  7. Incident. "Incident" means a potential or attempted unauthorized access, use, disclosure, modification, loss or destruction of PHI, which has the potential for jeopardizing the confidentiality, integrity or availability of the PHI.
  8. Protected Health Information ("PHI"). "Protected Health Information" or PHI shall have the same meaning as the term "protected health information" in 45 C.F.R. §160.103, limited to the information created, received, maintained or transmitted by Business Associate from or on behalf of covered entity pursuant to this Agreement.
  9. Required by Law. "Required by Law" shall mean a mandate contained in law that compels a use or disclosure of PHI.
  10. Secretary. "Secretary" shall mean the Secretary of the Department of Health and Human Services or his or her Designee.
  11. Sensitive Personal Information. "Sensitive Personal Information" shall mean an individual's first name or first initial and last name in combination with any one or more of the following items, if the name and the items are not encrypted: a) social security number; driver's license number or government-issued identification number; or account number or credit or debit card number in combination with any required security code, access code, or password that would permit access to an individual's financial account; or b) information that identifies an individual and relates to: the physical or mental health or condition of the individual; the provision of health care to the individual; or payment for the provision of health care to the individual.
  12. Subcontractor. "subcontractor" shall have the same meaning as the term "subcontractor" in 45 C.F.R. §160.103.
  13. Unsecured PHI. "Unsecured PHI" shall mean PHI that is not rendered unusable, unreadable, or indecipherable to unauthorized individuals through the use of a technology or methodology specified by the Secretary in the guidance issued under section 13402(h)(2) of Public Law 111-5.
- B. Purposes for which PHI May Be Disclosed to Business Associate. In connection with the services provided by Business Associate to or on behalf of Covered Entity described in this

Agreement, Covered Entity may disclose PHI to Business Associate for the purposes of providing a social service.

C. Obligations of Covered Entity. If deemed applicable by Covered Entity, Covered Entity shall:

1. provide Business Associate a copy of its Notice of Privacy Practices ("Notice") produced by Covered Entity in accordance with 45 C.F.R. 164.520 as well as any changes to such Notice;
2. provide Business Associate with any changes in, or revocation of, authorizations by Individuals relating to the use and/or disclosure of PHI, if such changes affect Business Associate's permitted or required uses and/or disclosures;
3. notify Business Associate of any restriction to the use and/or disclosure of PHI to which Covered Entity has agreed in accordance with 45 C.F.R. 164.522, to the extent that such restriction may affect Business Associate's use or disclosure of PHI;
4. not request Business Associate to use or disclose PHI in any manner that would not be permissible under the Privacy Rule if done by the Covered entity;
5. notify Business Associate of any amendment to PHI to which Covered Entity has agreed that affects a Designated Record Set maintained by Business Associate;
6. if Business Associate maintains a Designated Record Set, provide Business Associate with a copy of its policies and procedures related to an Individual's right to: access PHI; request an amendment to PHI; request confidential communications of PHI; or request an accounting of disclosures of PHI; and,
7. direct, review and control notification made by the Business Associate of individuals of breach of their Unsecured PHI in accordance with the requirements set forth in 45 C.F.R. §164.404.

D. Obligations of Business Associate. Business Associate agrees to comply with applicable federal and state confidentiality and security laws, specifically the provisions of the HIPAA Rules applicable to business associates, including:

1. Use and Disclosure of PHI. Except as otherwise permitted by this Agreement or applicable law, Business Associate shall not use or disclose PHI except as necessary to provide Services described above to or on behalf of Covered Entity, and shall not use or disclose PHI that would violate the HIPAA Rules if used or disclosed by Covered Entity. Also, knowing that there are certain restrictions on disclosure of PHI. Provided, however, Business Associate may use and disclose PHI as necessary for the proper management and administration of Business Associate, or to carry out its legal responsibilities. Business Associate shall in such cases:

- (a) provide information and training to members of its workforce using or disclosing PHI regarding the confidentiality requirements of the HIPAA Rules and this Agreement;
  - (b) obtain reasonable assurances from the person or entity to whom the PHI is disclosed that: (a) the PHI will be held confidential and further used and disclosed only as Required by Law or for the purpose for which it was disclosed to the person or entity; and (b) the person or entity will notify Business Associate of any instances of which it is aware in which confidentiality of the PHI has been breached; and
  - (c) agree to notify the designated Privacy Officer of Covered Entity of any instances of which it is aware in which the PHI is used or disclosed for a purpose that is not otherwise provided for in this Agreement or for a purpose not expressly permitted by the HIPAA Rules.
- 2. Data Aggregation. In the event that Business Associate works for more than one Covered Entity, Business Associate is permitted to use and disclose PHI for data aggregation purposes, however, only in order to analyze data for permitted health care operations, and only to the extent that such use is permitted under the HIPAA Rules.
- 3. De-identified Information. Business Associate may use and disclose de-identified health information if written approval from the Covered Entity is obtained, and the PHI is de-identified in compliance with the HIPAA Rules. Moreover, Business Associate shall review and comply with the requirements defined under Section E. of this Agreement.
- 4. Safeguards.
  - (a) Business Associate shall maintain appropriate safeguards to ensure that PHI is not used or disclosed other than as provided by this Agreement or as Required by Law. Business Associate shall implement administrative, physical and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of any paper or electronic PHI it creates, receives, maintains, or transmits on behalf of Covered Entity.
  - (b) Business Associate shall assure that all PHI be secured when accessed by Business Associate's employees, agents or subcontractor. Any access to PHI by Business Associate's employees, agents or subcontractors shall be limited to legitimate business needs while working with PHI. Any personnel changes by Business Associate, eliminating the legitimate business needs for employees, agents or contractors access to PHI – either by revision of duties or termination – shall be immediately reported to Covered Entity. Such reporting shall be made no later than the third business day after the personnel change becomes effective.



5. Minimum Necessary. Business Associate shall ensure that all uses and disclosures of PHI are subject to the principle of "minimum necessary use and disclosure," i.e., that only PHI that is the minimum necessary to accomplish the intended purpose of the use, disclosure, or request is used or disclosed; and, the use of limited data sets when possible.
6. Disclosure to Agents and Subcontractors. If Business Associate discloses PHI received from Covered Entity, or created or received by Business Associate on behalf of Covered Entity, to agents, including a subcontractor, Business Associate shall require the agent or subcontractor to agree to the same restrictions and conditions as apply to Business Associate under this Agreement. Business Associate shall ensure that any agent, including a subcontractor, agrees to implement reasonable and appropriate safeguards to protect the confidentiality, integrity, and availability of the paper or electronic PHI that it creates, receives, maintains, or transmits on behalf of the Covered Entity. Business Associate shall be liable to Covered Entity for any acts, failures or omissions of the agent or subcontractor in providing the services as if they were Business Associate's own acts, failures or omissions, to the extent permitted by law. Business Associate further expressly warrants that its agents or subcontractors will be specifically advised of, and will comply in all respects with, the terms of this Agreement.
7. Individual Rights Regarding Designated Record Sets. If Business Associate maintains a Designated Record Set on behalf of Covered Entity Business Associate agrees as follows:
  - (a) Individual Right to Copy or Inspection. Business Associate agrees that if it maintains a Designated Record Set for Covered Entity that is not maintained by Covered Entity, it will permit an Individual to inspect or copy PHI about the Individual in that set as directed by Covered Entity to meet the requirements of 45 C.F.R. § 164.524. If the PHI is in electronic format, the Individual shall have a right to obtain a copy of such information in electronic format and, if the Individual chooses, to direct that an electronic copy be transmitted directly to an entity or person designated by the individual in accordance with HITECH section 13405 (c). Under the Privacy Rule, Covered Entity is required to take action on such requests as soon as possible, but not later than 30 days following receipt of the request. Business Associate agrees to make reasonable efforts to assist Covered Entity in meeting this deadline. The information shall be provided in the form or format requested if it is readily producible in such form or format; or in summary, if the Individual has agreed in advance to accept the information in summary form. A reasonable, cost-based fee for copying health information may be charged. If Covered Entity maintains the requested records, Covered Entity, rather than Business Associate shall permit access according to its policies and procedures implementing the Privacy Rule.

- (b) Individual Right to Amendment. Business Associate agrees, if it maintains PHI in a Designated Record Set, to make amendments to PHI at the request and direction of Covered Entity pursuant to 45 C.F.R. §164.526. If Business Associate maintains a record in a Designated Record Set that is not also maintained by Covered Entity, Business Associate agrees that it will accommodate an Individual's request to amend PHI only in conjunction with a determination by Covered Entity that the amendment is appropriate according to 45 C.F.R. §164.526.
- (c) Accounting of Disclosures. Business Associate agrees to maintain documentation of the information required to provide an accounting of disclosures of PHI, whether PHI is paper or electronic format, in accordance with 45 C.F.R. §164.528 and HITECH Sub Title D Title VI Section 13405 (c), and to make this information available to Covered Entity upon Covered Entity's request, in order to allow Covered Entity to respond to an Individual's request for accounting of disclosures. Under the Privacy Rule, Covered Entity is required to take action on such requests as soon as possible but not later than 60 days following receipt of the request. Business Associate agrees to use its best efforts to assist Covered Entity in meeting this deadline but not later than 45 days following receipt of the request. Such accounting must be provided without cost to the individual or Covered Entity if it is the first accounting requested by an individual within any 12 month period; however, a reasonable, cost-based fee may be charged for subsequent accountings if Business Associate informs the individual in advance of the fee and is afforded an opportunity to withdraw or modify the request. Such accounting is limited to disclosures that were made in the six (6) years prior to the request (not including disclosures prior to the compliance date of the Privacy Rule) and shall be provided for as long as Business Associate maintains the PHI.
8. Internal Practices, Policies and Procedures. Except as otherwise specified herein, Business Associate shall make available its internal practices, books, records, policies and procedures relating to the use and disclosure of PHI, received from or on behalf of Covered Entity to the Secretary or his or her agents for the purpose of determining Covered Entity's compliance with the HIPAA Rules, or any other health oversight agency, or to Covered Entity. Records requested that are not protected by an applicable legal privilege will be made available in the time and manner specified by Covered Entity or the Secretary.
9. Notice of Privacy Practices. Business Associate shall abide by the limitations of Covered Entity's Notice of which it has knowledge. Any use or disclosure permitted by this Agreement may be amended by changes to Covered Entity's Notice; provided, however, that the amended Notice shall not affect permitted uses and disclosures on which Business Associate relied prior to receiving notice of such amended Notice.

10. Withdrawal of Authorization. If the use or disclosure of PHI in this Agreement is based upon an Individual's specific authorization for the use or disclosure of his or her PHI, and the Individual revokes such authorization, the effective date of such authorization has expired, or such authorization is found to be defective in any manner that renders it invalid, Business Associate shall, if it has notice of such revocation, expiration, or invalidity, cease the use and disclosure of the Individual's PHI except to the extent it has relied on such use or disclosure, or if an exception under the Privacy Rule expressly applies.
11. Knowledge of HIPAA Rules. Business Associate agrees to review and understand the HIPAA Rules as it applies to Business Associate, and to comply with the applicable requirements of the HIPAA Rule, as well as any applicable amendments.
12. Information Incident Notification for PHI. Business Associate will report any successful Incident of which it becomes aware and at the request of the Covered Entity, will identify: the date of the Incident, scope of Incident, Business Associate's response to the Incident, and the identification of the party responsible for causing the Incident.
13. Information Breach Notification for PHI. Business Associate expressly recognizes that Covered Entity has certain reporting and disclosure obligations to the Secretary and the Individual in case of a security breach of unsecured PHI. Where Business Associate accesses, maintains, retains, modifies, records, stores, destroys, or otherwise holds, uses or discloses unsecured paper or electronic PHI, Business Associate immediately following the "discovery" (within the meaning of 45 C.F.R. §164.410(a)) of a breach of such information, shall notify Covered Entity of such breach. Initial notification of the breach does not need to be in compliance with 45 C.F.R. §164.404(c); however, Business Associate must provide Covered Entity with all information necessary for Covered Entity to comply with 45 C.F.R. §164.404(c) without reasonable delay, and in no case later than three days following the discovery of the breach. Business Associate shall be liable for the costs associated with such breach if caused by the Business Associate's negligent or willful acts or omissions, or the negligent or willful acts or omissions of Business Associate's agents, officers, employees or subcontractors.
14. Breach Notification to Individuals. Business Associate's duty to notify Covered Entity of any breach does not permit Business Associate to notify those individuals whose PHI has been breached by Business Associate without the express written permission of Covered Entity to do so. Any and all notification to those individuals whose PHI has been breached shall be made by the Business Associate under the direction, review and control of Covered Entity. The Business Associate will notify the Covered Entity via telephone with follow-up in writing to include; name of individuals whose PHI was breached, information breached, date of breach, form of breach, etc. The cost of the notification will be paid by the Business Associate.
15. Information Breach Notification for Other Sensitive Personal Information. In addition to the reporting under Section D.12, Business Associate shall notify

Covered Entity of any breach of computerized Sensitive Personal Information (as determined pursuant to Title 11, subtitle B, chapter 521, Subchapter A, Section 521.053, Texas Business & Commerce Code) to assure Covered Entity's compliance with the notification requirements of Title 11, Subtitle B, Chapter 521, Subchapter A, Section 521.053, Texas Business & Commerce Code. Accordingly, Business Associate shall be liable for all costs associated with any breach caused by Business Associate's negligent or willful acts or omissions, or those negligent or willful acts or omissions of Business Associate's agents, officers, employees or subcontractors.

E. Permitted Uses and Disclosures by Business Associates. Except as otherwise limited in this Agreement, Business Associate may use or disclose Protected Health Information to perform functions, activities, or services for, or on behalf of, Covered Entity as specified in this Business Associates Agreement or in a Master Services Agreement, provided that such use or disclosure would not violate the HIPAA Rules if done by Covered Entity or the minimum necessary policies and procedures of the Covered Entity. Also, Business Associate may use PHI to report violations of law to appropriate Federal and State authorities, consistent with the HIPAA Rules.

1. Use. Business Associate will not, and will ensure that its directors, officers, employees, contractors and other agents do not, use PHI other than as permitted or required by Business Associate to perform the Services or as required by law, but in no event in any manner that would constitute a violation of the Privacy Standards or Security standards if used by Covered Entity.
2. Disclosure. Business Associate will not, and will ensure that its directors, officers, employees, contractors, and other agents do not, disclose PHI other than as permitted pursuant to this arrangement or as required by law, but in no event disclose PHI in any manner that would constitute a violation of the Privacy Standards or Security Standards if disclosed by Covered Entity.
3. Business Associate acknowledges and agrees that Covered Entity owns all right, title, and interest in and to all PHI, and that such right, title, and interest will be vested in Covered Entity. Neither Business Associate nor any of its employees, agents, consultants or assigns will have any rights in any of the PHI, except as expressly set forth above. Business Associate represents, warrants, and covenants that it will not compile and/or distribute analyses to third parties using any PHI without Covered Entity's express written consent.

F. Application of Security and Privacy Provisions to Business Associate.

1. Security Measures. Sections 164.308, 164.310, 164.312 and 164.316 of Title 45 of the Code of Federal Regulations dealing with the administrative, physical and technical safeguards as well as policies, procedures and documentation requirements that apply to Covered Entity shall in the same manner apply to Business Associate. Any additional security requirements contained in Sub Title D of Title IV of the HITECH Act that apply to Covered Entity shall also apply to Business Associate. Pursuant to



the foregoing requirements in this section, the Business Associate will implement administrative, physical, and technical safeguards that reasonably and appropriately protect the confidentiality, integrity, and availability of the paper or electronic PHI that it creates, has access to, or transmits. Business Associate will also ensure that any agent, including a subcontractor, to whom it provides such information, agrees to implement reasonable and appropriate safeguards to protect such information. Business Associate will ensure that PHI contained in portable devices or removable media is encrypted.

2. Annual Guidance. For the first year beginning after the date of the enactment of the HITECH Act and annually thereafter, the Secretary shall annually issue guidance on the most effective and appropriate technical safeguards for use in carrying out the sections referred to in subsection (a) and the security standards in subpart C of part 164 of title 45, Code of Federal Regulations. Business Associate shall, at their own cost and effort, monitor the issuance of such guidance and comply accordingly.
3. Privacy Provisions. The enhanced HIPAA privacy requirements including but not necessarily limited to accounting for certain PHI disclosures for treatment, restrictions on the sale of PHI, restrictions on marketing and fundraising communications, payment and health care operations contained Subtitle D of the HITECH Act that apply to the Covered entity shall equally apply to the Business Associate.
4. Application of Civil and Criminal Penalties. If Business Associate violates any security or privacy provision specified in subparagraphs (1) and (2) above, sections 1176 and 1177 of the Social Security Act (42 U.S.C. 1320d-5, 1320d-6) shall apply to Business Associate with respect to such violation in the same manner that such sections apply to Covered Entity if it violates such provisions.

**G. Term and Termination.**

1. Term. This Agreement shall be effective as of the Effective Date and shall be terminated when all PHI provided to Business Associate by Covered Entity, or created or received by Business Associate on behalf of Covered Entity, is destroyed or returned to Covered Entity.
2. Termination for Cause. Upon Covered entity's knowledge of a material breach by Business Associate, Covered Entity shall either:
  - a. Provide an opportunity for Business Associate to cure the breach within 30 days of written notice of such breach or end the violation and terminate this Agreement, whether it is in the form of a stand alone agreement or an addendum to a Master Services Agreement, if Business Associate does not cure the breach or end the violation within the time specified by Covered Entity; or
  - b. Immediately terminate this Agreement whether it is in the form of a stand alone agreement or an addendum to a Master Services Agreement if

Business associate has breached a material term of this Agreement and cure is not possible.

3. Effect of Termination. Upon termination of this Agreement for any reason, Business Associate agrees to return or destroy all PHI received from Covered Entity, or created or received by Business Associate on behalf of Covered Entity, maintained by Business Associate in any form. If Business Associate determines that the return or destruction of PHI is not feasible, Business Associate shall inform Covered Entity in writing of the reason thereof, and shall agree to extend the protections of this Agreement to such PHI and limit further uses and disclosures of the PHI to those purposes that make the return or destruction of the PHI not feasible for so long as Business Associate retains the PHI.

#### H. Miscellaneous.

1. Indemnification. To the extent permitted by law, Business Associate agrees to indemnify and hold harmless Covered Entity from and against all claims, demands, liabilities, judgments or causes of action of any nature for any relief, elements of recovery or damages recognized by law (including, without limitation, attorney's fees, defense costs, and equitable relief), for any damage or loss incurred by Covered Entity arising out of, resulting from, or attributable to any acts or omissions or other conduct of Business Associate or its agents in connection with the performance of Business Associate's or its agents' duties under this Agreement. This indemnity shall apply even if Covered Entity is alleged to be solely or jointly negligent or otherwise solely or jointly at fault; provided, however, that a trier of fact finds Covered Entity not to be solely or jointly negligent or otherwise solely or jointly at fault. This indemnity shall not be construed to limit Covered Entity's rights, if any, to common law indemnity.

Covered Entity shall have the option, at its sole discretion, to employ attorneys selected by it to defend any such action, the costs and expenses of which shall be the responsibility of Business Associate. Covered Entity shall provide Business Associate with timely notice of the existence of such proceedings and such information, documents and other cooperation as reasonably necessary to assist Business Associate in establishing a defense to such action.

These indemnities shall survive termination of this Agreement, and Covered Entity reserves the right, at its option and expense, to participate in the defense of any suit or proceeding through counsel of its own choosing.

2. Mitigation. If Business Associate violates this Agreement or either of the HIPAA Rules, Business Associate agrees to mitigate any damage caused by such breach.
3. Rights of Proprietary Information. Covered Entity retains any and all rights to the proprietary information, confidential information, and PHI it releases to Business Associate.
4. Survival. The respective rights and obligations of Business Associate under Section E.3 of this Agreement shall survive the termination of this Agreement.

5. Notices. Any notices pertaining to this Agreement shall be given in writing and shall be deemed duly given when personally delivered to a Party or a Party's authorized representative as listed in Section 8.7 of the agreement between the City and Grantee or sent by means of a reputable overnight carrier, or sent by means of certified mail, return receipt requested, postage prepaid. A notice sent by certified mail shall be deemed given on the date of receipt or refusal of receipt.
6. Amendments. This Agreement may not be changed or modified in any manner except by an instrument in writing signed by a duly authorized officer of each of the Parties hereto. The Parties, however, agree to amend this Agreement from time to time as necessary, in order to allow Covered Entity to comply with the requirements of the HIPAA Rules.
7. Choice of Law. This Agreement and the rights and the obligations of the Parties hereunder shall be governed by and construed under the laws of the State of Texas without regard to applicable conflict of laws principles.
8. Assignment of Rights and Delegation of Duties. This Agreement is binding upon and inures to the benefit of the Parties hereto and their respective successors and permitted assigns. However, neither Party may assign any of its rights or delegate any of its obligations under this Agreement without the prior written consent of the other Party, which consent shall not be unreasonably withheld or delayed. Notwithstanding any provisions to the contrary, however, Covered Entity retains the right to assign or delegate any of its rights or obligations hereunder to any of its wholly owned subsidiaries, affiliates or successor companies. Assignments made in violation of this provision are null and void.
9. Nature of Agreement. Nothing in this Agreement shall be construed to create (i) a partnership, joint venture or other joint business relationship between the Parties or any of their affiliates, (ii) any fiduciary duty owed by one Party to another Party or any of its affiliates, or (iii) a relationship of employer and employee between the Parties.
10. No Waiver. Failure or delay on the part of either Party to exercise any right, power, privilege or remedy hereunder shall not constitute a waiver thereof. No provision of this Agreement may be waived by either Party except by a writing signed by an authorized representative of the Party making the waiver.
11. Equitable Relief. Any disclosure of misappropriation of PHI by Business Associate in violation of this Agreement will cause Covered Entity irreparable harm, the amount of which may be difficult to ascertain. Business Associate therefore agrees that Covered Entity shall have the right to apply to a court of competent jurisdiction for specific performance and/or an order restraining and enjoining Business Associate from any such further disclosure or breach, and for such other relief as Covered Entity shall deem appropriate. Such rights are in addition to any other remedies available to Covered Entity at law or in equity. Business Associate expressly waives the defense that a remedy in damages will be adequate, and further waives any requirement in an action for specific performance or injunction for the posting of a bond by Covered Entity.

12. Severability. The provisions of this Agreement shall be severable, and if any provision of this Agreement shall be held or declared to be illegal, invalid or unenforceable, the remainder of this Agreement shall continue in full force and effect as though such illegal, invalid or unenforceable provision had not been contained herein.
13. No Third Party Beneficiaries. Nothing in this Agreement shall be considered or construed as conferring any right or benefit on a person not a party to this Agreement nor imposing any obligations on either Party hereto to persons not a party to this Agreement.
14. Headings. The descriptive headings of the articles, sections, subsections, exhibits and schedules of this Agreement are inserted for convenience only, do not constitute a part of this Agreement and shall not affect in any way the meaning or interpretation of this Agreement.
15. Entire Agreement. This Agreement, together with all Exhibits, Riders and amendments, if applicable, which are fully completed and signed by authorized persons on behalf of both Parties from time to time while this Agreement is in effect, constitutes the entire Agreement between the Parties hereto with respect to the subject matter hereof and supersedes all previous written or oral understandings, agreements, negotiations, commitments, and any other writing and communication by or between the Parties with respect to the subject matter hereof. In the event of any inconsistencies between any provisions of this Agreement in any provisions of the Exhibits, Riders, or amendments, the provisions of this Agreement shall control.
16. Interpretation. Any ambiguity in this Agreement shall be resolved in favor of a meaning that permits Covered Entity to comply with the HIPAA Rules and any applicable state confidentiality laws. The provisions of this Agreement shall prevail over the provisions of any other agreement that exists between the Parties that may conflict with, or appear inconsistent with, any provision of this Agreement or the HIPAA Rules.
17. Regulatory References. A citation in this Agreement to the Code of Federal Regulations shall mean the cited section as that section may be amended from time to time.





Amendment No. 1  
to  
Contract No. NG150000030  
for  
Social Services  
between  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
and the  
**CITY OF AUSTIN**

- 1.0 The City of Austin and the Contractor hereby agree to the contract revisions listed below.
- 2.0 The total amount for this Amendment to the Contract is **One Hundred Twenty Five Thousand Seven Hundred Fifty Seven dollars (\$125,757)**. The total Contract amount is recapped below:

Term	Contract Change Amount	Total Contract Amount
Basic Term: (Sept. 1, 2015 – Sept. 30, 2018)	n/a	\$ 2,095,977
Amendment No. 1: Add funds to Contract and modify Exhibits	\$ 125,757	\$ 2,221,734

- 3.0 The following changes have been made to the original contract EXHIBITS:

**Exhibit A.2 -- Program Performance Measures** is deleted in its entirety and replaced with a new **Exhibit A.2 -- Program Performance Measures**. [Revised 5/10/2016]

**Exhibit B.1 -- Program Budget and Narrative** is deleted in its entirety and replaced with a new **Exhibit B.1 -- Program Budget and Narrative**. [Revised 5/6/2016]

**Exhibit B.2 -- Program Subcontractors** is deleted in its entirety and replaced with a new **Exhibit B.2 -- Program Subcontractors**. [Revised 4/20/2016]

- 4.0 The following contract TERMS and CONDITIONS have been revised:

**Section 4.1 [Contract Amount]**. The Grantee acknowledges and agrees that, notwithstanding any other provision of this Contract, the maximum amount payable by the City under this Contract for the initial thirty-seven (37) month term shall not exceed the amount approved by City Council, which is **\$2,221,734 (Two Million Two Hundred Twenty One Thousand Seven Hundred Thirty Four dollars)**, and \$740,578 (Seven Hundred Forty Thousand Five Hundred Seventy Eight dollars) per twelve (12) month extension option, for a total Contract amount of \$4,443,468. Continuation of the Contract beyond the initial thirty-seven (37) months is specifically contingent upon the availability and allocation of funding by City Council.

**Section 4.1.2** Payment to the Grantee shall be made in the following increments:

4.1.2.1 For the Program Period of September 1, 2015 through September 30, 2016, the payment from the City to the Grantee shall not exceed \$740,578 (*Seven Hundred Forty Thousand Five Hundred Seventy Eight dollars*);

4.1.2.2 For the Program Period of October 1, 2016 through September 30, 2017, the payment from the City to the Grantee shall not exceed \$740,578 (*Seven Hundred Forty Thousand Five Hundred Seventy Eight dollars*);

4.1.2.3 For the Program Period of October 1, 2017 through September 30, 2018, the payment from the City to the Grantee shall not exceed \$740,578 (*Seven Hundred Forty Thousand Five Hundred Seventy Eight dollars*).

5.0 MBE/WBE goals were not established for this Contract.

6.0 Based on the criteria in the City of Austin Living Wage Resolution #020509-91, the Living Wage requirement does not apply to this Contract.

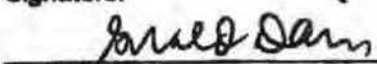
7.0 By signing this Amendment, the Contractor certifies that the Contractor and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the Exclusion records found at SAM.gov, the State of Texas, or the City of Austin.

8.0 All other Contract terms and conditions remain the same.

BY THE SIGNATURES affixed below, this Amendment is hereby incorporated into and made a part of the above-referenced Contract.

**CONTRACTOR**

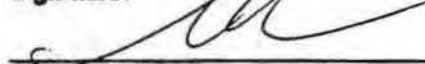
Signature:

  
GOODWILL INDUSTRIES OF CENTRAL  
TEXAS  
Gerald Davis, ~~Executive Director~~ *President and CEO*  
1015 Norwood Park Blvd  
Austin, TX 78753

Date: 5-11-16

**CITY OF AUSTIN**

Signature:

  
City of Austin  
Purchasing Office  
PO Box 1088  
Austin, TX 78767

Date: 06-15-2016

**Program Performance Measures**

	<i>Period</i>			<i>Contract Term</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

<i>Outputs</i>	<i>Period</i>			<i>Contract Term **</i>
	<i>1</i>	<i>2*</i>	<i>3*</i>	
<i>ID Output Measure Description</i>				
1 Total Number of Unduplicated Clients Served	375	300	300	975

<i>Outcomes</i>	<i>Period</i>			<i>Contract Term **</i>
	<i>1</i>	<i>2*</i>	<i>3*</i>	
<i>ID Outcome Measure Description</i>				
Number of individuals obtaining employment	251	201	201	653
2Ai Number of individuals exiting the program	375	300	300	975
Percent of individuals obtaining employment	66.93	67	67	66.97
Number of individuals who complete an educational program that improves their knowledge	25	18	18	61
5A Number of individuals participating in the educational program	37	26	26	89
Percent of individuals who complete an educational program and demonstrate improved knowledge	67.57	69.23	69.23	68.54

\* Goal Served May Include Carry-Over From Previous Period

\*\* Goal Served Spans Contract Term / May Not Include Carry-Over / Clients Served Must Be < or = Sum of Periods)

Created: 4/28/2015 10:52:00 AM Last Modified, If Applicable: 5/10/2016 9:03:00 AM



## Program Budget and Narrative

	1	Period 2	3	Contract Start Contract End	9/1/2015 9/30/2018
Period Start Date	9/1/2015	10/1/2016	10/1/2017		
Period End Date	9/30/2016	9/30/2017	9/30/2018		
Salary plus Benefits	\$503,569.00	\$520,495.00	\$520,495.00		<b>\$1,544,559.00</b>
General Operations Expenses	\$52,200.00	\$43,274.00	\$43,274.00		\$138,748.00
Program Subcontractors	\$82,343.00	\$71,843.00	\$71,843.00		\$226,029.00
Staff Travel	\$0.00	\$0.00	\$0.00		\$0.00
Conferences	\$0.00	\$0.00	\$0.00		\$0.00
Operations SubTotal	\$134,543.00	\$115,117.00	\$115,117.00		<b>\$364,777.00</b>
Food and Beverages for Clients	\$0.00	\$0.00	\$0.00		\$0.00
Financial Direct Assistance to Clients	\$62,700.00	\$77,700.00	\$77,700.00		\$218,100.00
Other Assistance Amount	\$39,766.00	\$27,266.00	\$27,266.00		\$94,298.00
Direct Assistance SubTotal	\$102,466.00	\$104,966.00	\$104,966.00		<b>\$312,398.00</b>
Capital Outlay Amount	\$0.00	\$0.00	\$0.00		\$0.00
Total	\$740,578.00	\$740,578.00	\$740,578.00		<b>\$2,221,734.00</b>
Total Period Percentage	33.33	33.33	33.33		

### Detailed Budget Narrative

Salaries plus Benefits	Salaries for 10.25 FTEs including Career Case Manager, Placement Specialist, Career Advancement Trainer, Placement Specialist Supervisor, Career Case Manager Supervisor, Grant Project Supervisor, Intake & Eligibility Specialist, Quality Assurance Specialist, Grant Accountant. Benefits include Leave, Medical/Life/Disability Insurance, FICA, Worker's Comp, 403B Match.
General Op Expenses	Includes Telephones, Utilities, Printing, Postage, Staff Travel within Travis County, General Office Supplies and Equipment, Employment Verification, General Insurance, Audit Fees, Drug Screens, Laptop Computers for 9 FTEs, Housing & Occupancy (North – Goodwill Community Center; South – Goodwill Resource Center), Mental Health Counseling through Goodwill Counseling Services.
Program Subcontractors	Subcontractors include Austin Community College and Capital Area Counseling.
Staff Travel	
Conferences	
Food and Beverage	
Financial Assistance	Includes Support Services: Distributed based on client immediate needs that are vital in order to obtain and maintain employment. This includes but is not limited to transportation, books/supplies, work clothing, work supplies, interview clothing, and work boots.  Incentives: Connected to Individual Service plans for GED/Credential, Goal Attainment, Job Placement, Job Promotion, Job Retention, Post-Secondary Education, and Completion of Career Advancement Training Boot Camp.
Other Assistance	Occupational Training: PC Technician, CNA, Maintenance Technician, Accounting and Bookkeeping, HVAC, Electrical, and Apartment Maintenance.
Capital Outlay	

Created 4/28/2015 10:59:00 AM

Last Modified, If Applicable 5/6/2016 3:08:00 PM



***Program Budget and Narrative***

**Program Subcontractors**


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	<i>Period</i>			<i>Contract Term</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subcontractor's Information****Name**

Capital Area Counseling

<i>Unduplicated Count</i>	16	16	16	48
<i>Amount</i>	\$2,500.00	\$2,500.00	\$2,500.00	\$7,500.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Mental health counseling services: including group and individual counseling for Depression, Stress and Anxiety, Trauma and Grief and Loss.

**Program Subcontractors**


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	<i>Period</i>			<i>Contract</i>
	<i>1</i>	<i>2</i>	<i>3</i>	<i>Term</i>
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subcontractor's Information****Name**

Austin Community College - Continuing Education

<i>Unduplicated Count</i>	35	30	30	95
<i>Amount</i>	\$79,843.00	\$69,343.00	\$69,343.00	\$218,529.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Services include enrollment into occupational training (i.e. PC Tech, CNA, Accounting/Bookkeeping etc.), exam fees and books.

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### **EAD0116 OFFER SHEET**

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### **EXECUTIVE SUMMARY**

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### **APPLICATION**

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### **ATTACHMENTS**

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ATTACHMENT A, LOGIC MODEL

ATTACHMENT B, RESUMES

ATTACHMENT C, JOB DESCRIPTIONS

ATTACHMENT D, RELEVANT GOODWILL POLICIES AND PROCEDURES

ATTACHMENT E, BOARD MINUTES INDICATING APPROVAL OF POLICIES

ATTACHMENT F, GLOSSARY

ATTACHMENT G, FISCAL MONITORING REPORTS

ATTACHMENT H, PROGRAMMATIC MONITORING REPORTS

ATTACHMENT I, SERVICE LOCATIONS MAP

ATTACHMENT J, MOU/LOS

ATTACHMENT K, 0605: LOCAL BUSINESS PRESENCE IDENTIFICATION FORM

ATTACHMENT 0615: CONNECTION TO SELF-SUFFICIENCY GOALS AND LIFE CONTINUUM  
CATEGORIES

0640: PROGRAM PERFORMANCE MEASURES AND GOALS

0645: PROGRAM STAFF POSITIONS AND TIME

0650: BUDGET NARRATIVE

0655: PROGRAM FUNDING SUMMARY





**CITY OF AUSTIN, TEXAS**  
Purchasing Office  
REQUEST FOR APPLICATION (RFA)

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**SOLICITATION NO:** EAD0116

**DATE ISSUED:** 2/24/14

**COMMODITY CODE:** 95243

**FOR CONTRACTUAL AND TECHNICAL  
ISSUES CONTACT THE FOLLOWING  
AUTHORIZED CONTACT PERSON:**

Erin D'Vincent

Senior Buyer

**Phone:** (512) 972-4017

**E-Mail:** [Erin.D'Vincent@austintexas.gov](mailto:Erin.D'Vincent@austintexas.gov)

Questions regarding the RFA shall be sent to  
[CityHSRFA2014@austintexas.gov](mailto:CityHSRFA2014@austintexas.gov)

**COMMODITY/SERVICE DESCRIPTION:** Self Sufficiency Social  
Services

**NON-MANDATORY PRE-PROPOSAL CONFERENCE DATE AND  
TIME OPTION ONE:** 3/5/14, 2 PM – 4 PM, local time

**LOCATION:** Rutherford Lane Campus, Building 1 Auditorium  
1520 Rutherford Lane, Austin, TX 78754

**NON-MANDATORY PRE-PROPOSAL CONFERENCE DATE AND  
TIME OPTION TWO:** 3/19/14, 9 AM – 11 AM, local time

**LOCATION:** Rutherford Lane Campus, Building 1 Auditorium  
1520 Rutherford Lane, Austin, TX 78754

**APPLICATION DUE PRIOR TO:** 4/24/14, 11 AM, local time

**APPLICATION CLOSING TIME AND DATE:** 4/24/14, 11 AM, local  
time

**LOCATION:** MUNICIPAL BUILDING, 124 W 8<sup>th</sup> STREET  
RM 308, AUSTIN, TEXAS 78701

**All documents shall be submitted the address below:**

City of Austin, Purchasing Office
Municipal Building
124 W 8 <sup>th</sup> Street, Rm 308
Austin, Texas 78701
Reception Phone: (512) 974-2500

Please note, you should have two sealed envelopes with your Offer. All Offers that are not submitted in separate, sealed envelopes or containers will not be considered. Your Offer should consist of a sealed envelope or container with your Threshold Review Checklist and all accompanying documents and a separate sealed envelope or container with your Application and electronic copies.

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**SUBMIT 1 ORIGINAL AND 6 ELECTRONIC COPIES OF YOUR RESPONSE ON A CD OR  
FLASH DRIVE**

**\*\*\*SIGNATURE FOR SUBMITTAL REQUIRED ON PAGE 3 OF THIS DOCUMENT\*\*\***

**This solicitation is comprised of the following required sections. Please ensure to carefully read each section including those incorporated by reference. By signing this document, you are agreeing to all the items contained herein and will be bound to all terms.**

SECTION NO.	TITLE	PAGES
0100	STANDARD PURCHASE DEFINITIONS	*
0200	STANDARD SOLICITATION INSTRUCTIONS	*
0300	STANDARD PURCHASE TERMS AND CONDITIONS	*
0400	SUPPLEMENTAL PURCHASE PROVISIONS	5
0500	SCOPE OF WORK	10
0600	PROPOSAL PREPARATION INSTRUCTIONS & EVALUATION FACTORS	14
0605	LOCAL BUSINESS PRESENCE IDENTIFICATION FORM – Complete and return	1
0610	APPLICATION THRESHOLD CHECKLIST	1
0615	CONNECTION TO THE GOALS AND CATEGORIES	1
0620	CLIENT ELIGIBILITY REQUIREMENTS	4
0625	HOMELESS HOUSING HABILITY STANDARDS	1
0630	HOMELESS MANAGEMENT INFORMATION SYSTEMS	1
0635	DEFINING EVIDENCE GUIDLINE	1
0640	PROGRAM PERFORMANCE MEASURES AND GOALS	1
0645	PROGRAM STAFF POSITIONS AND TIME	1
0650	PROGRAM BUDGET AND NARRATIVE	4
0655	PROGRAM FUNDING SUMMARY	1
0800	NON-DISCRIMINATION CERTIFICATION	*
0805	NON-SUSPENSION OR DEBARMENT CERTIFICATION	*
0810	NON-COLLUSION, NON-CONFLICT OF INTEREST, AND ANTI-LOBBYING CERTIFICATION	*
0835	NONRESIDENT BIDDER PROVISIONS – Complete and return	1

**\* Documents are hereby incorporated into this Solicitation by reference, with the same force and effect as if they were incorporated in full text. The full text versions of these Sections are available, on the Internet at the following online address:**

[http://www.austintexas.gov/financeonline/vendor\\_connection/index.cfm#STANDARDBIDDOCUMENTS](http://www.austintexas.gov/financeonline/vendor_connection/index.cfm#STANDARDBIDDOCUMENTS)

**If you do not have access to the Internet, you may obtain a copy of these Sections from the City of Austin Purchasing Office located in the Municipal Building, 124 West 8<sup>th</sup> Street, Room #308 Austin, Texas 78701; phone (512) 974-2500. Please have the Solicitation number available so that the staff can select the proper documents. These documents can be mailed, expressed mailed, or faxed to you.**

I agree to abide by the City's MBE/WBE Procurement Program Ordinance and Rules. In cases where the City has established that there are no M/WBE subcontracting goals for a solicitation, I agree that by submitting this offer my firm is completing all the work for the project and not subcontracting any portion. If any service is needed to perform the contract that my firm does not perform with its own workforce or supplies, I agree to contact the Small and Minority Business Resources Department (SMBR) at (512) 974-7600 to obtain a list of MBE and WBE firms available to perform the service and am including the completed No Goals Utilization Plan with my submittal. This form can be found Under the Standard Bid Document Tab on the Vendor Connection Website:

[http://www.austintexas.gov/financeonline/vendor\\_connection/index.cfm#STANDARDBIDDOCUMENTS](http://www.austintexas.gov/financeonline/vendor_connection/index.cfm#STANDARDBIDDOCUMENTS)

If I am awarded the contract I agree to continue complying with the City's MBE/WBE Procurement Program Ordinance and Rules including contacting SMBR if any subcontracting is later identified.

The undersigned, by his/her signature, represents that he/she is submitting a binding offer and is authorized to bind the respondent to fully comply with the solicitation document contained herein. The Respondent, by submitting and signing below, acknowledges that he/she has received and read the entire document packet sections defined above including all documents incorporated by reference, and agrees to be bound by the terms therein.

Company Name: GOODWILL INDUSTRIES OF CENTRAL TEXAS

Federal Tax ID No.: [REDACTED]

Printed Name of Officer or Authorized Representative: GERALD L. DAVIS

Title: President And CEO

Signature of Officer or Authorized Representative: [Signature]

E-Mail Address: jenny.fritze@austingoodwill.org

Phone Number: 512-637-7100

\* Application response must be submitted with this Offer sheet to be considered for award



**CONTRACT BETWEEN  
THE CITY OF AUSTIN  
AND  
GOODWILL INDUSTRIES OF CENTRAL TEXAS, INC.  
FOR  
SOCIAL SERVICES**

**CONTRACT NO. NG150000030**

**CONTRACT AMOUNT: \$2,095,977**

This Contract is made by and between the City of Austin ("the City") acting by and through its Health and Human Services Department ("HHSD"), a home-rule municipality incorporated by the State of Texas, and Goodwill Industries of Central Texas, Inc. ("Contractor"), a Texas non-profit corporation, having offices at 1015 Norwood Park Blvd., Austin, TX 78753.

**SECTION 1. GRANT OF AUTHORITY, SERVICES AND DUTIES**

1.1 **Engagement of the Contractor.** Subject to the general supervision and control of the City and subject to the provisions of the Terms and Conditions contained herein, the Contractor is engaged to provide the services set forth in the attached Contract Exhibits.

1.2 **Responsibilities of the Contractor.** The Contractor shall provide all technical and professional expertise, knowledge, management, and other resources required for accomplishing all aspects of the tasks and associated activities identified in the Contract Exhibits. The Contractor shall assure that all Contract provisions are met by the Subcontractor.

1.3 **Responsibilities of the City.** The City's Contract Manager will be responsible for exercising general oversight of the Contractor's activities in completing the Program Work Statement. Specifically, the Contract Manager will represent the City's interests in resolving day-to-day issues that may arise during the term of this Contract, shall participate regularly in conference calls or meetings for status reporting, shall promptly review any written reports submitted by the Contractor, and shall approve all requests for payment, as appropriate. The City's Contract Manager shall give the Contractor timely feedback on the acceptability of progress and task reports. The Contract Manager's oversight of the Contractor's activities shall be for the City's benefit and shall not imply or create any partnership or joint venture as between the City and the Contractor.

1.4 **Designation of Key Personnel.** The City's Contract Manager for this Contract, to the extent stated in the preceding section 1.3, shall be responsible for oversight and monitoring of Contractor's performance under this Contract as needed to represent the City's interest in the Contractor's performance.

1.4.1 The City's Contract Manager, Robert Kingham or designee:

- may meet with Contractor to discuss any operational issues or the status of the services or work to be performed; and

- shall promptly review all written reports submitted by Contractor, determine whether the reports comply with the terms of this Contract, and give Contractor timely feedback on the adequacy of progress and task reports or necessary additional information.



1.4.2 Contractor's Contract Manager, Gerald Davis, Executive Director, or designee, shall represent the Contractor with regard to performance of this Contract and shall be the designated point of contact for the City's Contract Manager.

1.4.3 If either party replaces its Contract Manager, that party shall promptly send written notice of the change to the other party. The notice shall identify a qualified and competent replacement and provide contact information.

## **SECTION 2. TERM**

2.1 **Term of Contract.** The Contract shall be in effect for a term of thirty seven (37) months beginning September 1, 2015 and ending September 30, 2018, and may be extended thereafter for up to three (3) additional twelve (12) month periods, subject to the approval of the Contractor and the City Purchasing Officer or their designee.

2.1.1 Upon expiration of the initial term or period of extension, the Contractor agrees to hold over under the terms and conditions of this Contract for such a period of time as is reasonably necessary to re-solicit and/or complete the project (not to exceed 120 calendar days unless mutually agreed upon in writing).

## **SECTION 3. PROGRAM WORK STATEMENT**

3.1 **Contractor's Obligations.** The Contractor shall fully and timely provide all services described in the attached Contract Exhibits in strict accordance with the terms, covenants, and conditions of the Contract and all applicable Federal, State, and local laws, rules, and regulations.

## **SECTION 4. COMPENSATION AND REPORTING**

4.1 **Contract Amount.** The Contractor acknowledges and agrees that, notwithstanding any other provision of this Contract, the maximum amount payable by the City under this Contract for the initial thirty seven (37) month term shall not exceed the amount approved by City Council, which is **\$2,095,977 (Two Million Ninety Five Thousand Nine Hundred Seventy Seven dollars)**, and **\$698,659 (Six Hundred Ninety Eight Thousand Six Hundred Fifty Nine dollars)** per twelve (12) month extension option, for a total Contract amount of \$4,191,954. Continuation of the Contract beyond the initial thirty seven (37) months is specifically contingent upon the availability and allocation of funding by City Council.

4.1.1 The Contractor shall expend City funds according to the approved budget categories described in Exhibit B.1, Program Budget and Narrative.

4.1.1.1 **Budget Revision:** The Contractor may make transfers between or among budget categories with the City Contract Manager's prior approval, provided that:

- i. The cumulative amount of the transfers between direct budget categories (Personnel, Operating Expenses, Direct Assistance and/or Equipment/Capital Outlay) is not more than 10% of the program period total –or– \$50,000, whichever is less;
- ii. the transfer will not increase or decrease the total monetary obligation of the City under this Contract; and
- iii. the transfers will not change the nature, performance level, or scope of the program funded under this Contract.

4.1.1.2 Transfers between or among budget categories in excess of 10% will require the City Contract Manager's approval, and must meet all of the conditions outlined in Section 4.1.1.1 (ii) and (iii) above.

- i. The CONTRACTOR must submit a Budget Revision Form to the City **prior** to the submission of the CONTRACTOR'S first monthly billing to the City following the transfer.

4.1.2 Payment to the Contractor shall be made in the following increments:

4.1.2.1 For the Program Period of September 1, 2015 through September 30, 2016, the payment from the City to the Contractor shall not exceed \$698,659 (*Six Hundred Ninety Eight Thousand Six Hundred Fifty Nine dollars*);

4.1.2.2 For the Program Period of October 1, 2016 through September 30, 2017, the payment from the City to the Contractor shall not exceed \$698,659 (*Six Hundred Ninety Eight Thousand Six Hundred Fifty Nine dollars*);

4.1.2.3 For the Program Period of October 1, 2017 through September 30, 2018, the payment from the City to the Contractor shall not exceed \$698,659 (*Six Hundred Ninety Eight Thousand Six Hundred Fifty Nine dollars*).

#### 4.2 **Requests for Payment.**

Payment to the Contractor shall be due thirty (30) calendar days following receipt by the City of Contractor's fully and accurately completed "Payment Request" and "Monthly Expenditure Report", using forms at <http://www.ckodm.com/austin/>. The payment request and expenditure report must be submitted to the City no later than 5:00 p.m. Central Time fifteen (15) calendar days following the end of the month covered by the request and expenditure report. **If the fifteenth (15<sup>th</sup>) calendar day falls on a weekend or holiday, as outlined in Section 8.24, the deadline to submit the payment request and expenditure report is extended to no later than 5:00 p.m. Central Time of the first (1<sup>st</sup>) weekday immediately following the weekend or holiday.** Contractor must provide the City with supporting documentation for each monthly Payment Request which includes, but not limited to, a report of City contract expenditures generated from the Contractor's financial management system. Examples of appropriate supporting documentation **MAY** include, but are not limited to:

- General Ledger Detail report from the contractor's financial management system
- Profit & Loss Detail report from the contractor's financial management system
- Check ledger from the contractor's financial management system
- Payroll reports and summaries, including salary allocation reports and signed timesheets
- Receipts and invoices
- Copies of checks and bank statements showing transactions as cleared

**The City retains right of final approval of any supporting documentation submitted before a Payment Request is approved for processing. Failure to provide supporting documentation acceptable to the City may result in delay or rejection of the Payment Request. The City reserves the right to modify the required supporting documentation, as needed.**

4.2.1 Unless otherwise expressly authorized in the Contract, the Contractor shall pass through all Subcontract and other authorized expenses at actual cost without markup.

4.2.2 Federal excise taxes, State taxes, or City sales taxes must not be included in the invoiced amount. The City will furnish a tax exemption certificate upon request.

#### 4.3 **Payment.**

4.3.1 All requests for payment received by the City will be paid within thirty (30) calendar days of the City's receipt of the deliverables or of the invoice, whichever is later. Requests for payment received without all required information cannot be processed and will be returned to the Contractor.

4.3.2 If payment is not timely made, (per this paragraph), interest shall accrue on the unpaid balance at the lesser of the rate specified in Texas Government Code Section 2251.025 or the maximum lawful rate; except, if payment is not timely made for a reason for which the City may withhold payment hereunder, interest shall not accrue until ten (10) calendar days after the grounds for withholding payment have been resolved.

4.3.3 The City may withhold or set off the entire payment or part of any payment otherwise due the Contractor to such extent as may be necessary on account of;

4.3.3.1 delivery of unsatisfactory services by the Contractor;



4.3.3.2 third party claims, which are not covered by the insurance which the Contractor is required to provide, are filed or reasonable evidence indicating probable filing of such claims;

4.3.3.3 failure of the Contractor to pay Subcontractors, or for labor, materials or equipment,

4.3.3.4 damage to the property of the City or the City's agents, employees or contractors, which is not covered by insurance required to be provided by the Contractor;

4.3.3.5 reasonable evidence that the Contractor's obligations will not be completed within the time specified in the Contract, and that the unpaid balance would not be adequate to cover actual or liquidated damages for the anticipated delay;

4.3.3.6 failure of the Contractor to submit proper payment requests and expenditure reports with all required attachments and supporting documentation;

4.3.3.7 failure of the Contractor to comply with any material provision of the Contract; or

4.3.4 Notice is hereby given of Article VIII, Section 1 of the Austin City Charter which prohibits the payment of any money to any person, firm or corporation who is in arrears to the City for taxes, and of §2-8-3 of the Austin City Code concerning the right of the City to offset indebtedness owed the City. Payment will be made by check unless the parties mutually agree to payment by electronic transfer of funds.

4.4 **Non-Appropriation.** The awarding or continuation of this Contract is dependent upon the availability of funding. The City's payment obligations are payable only and solely from funds appropriated and available for this Contract. The absence of appropriated or other lawfully available funds shall render the Contract null and void to the extent funds are not appropriated or available and any deliverables delivered but unpaid shall be returned to the Contractor. The City shall provide the Contractor written notice of the failure of the City to make an adequate appropriation for any fiscal year to pay the amounts due under the Contract, or the reduction of any appropriation to an amount insufficient to permit the City to pay its obligations under the Contract. In the event of non- or inadequate appropriation of funds, there will be no penalty nor removal fees charged to the City.

4.5 **Travel Expenses.** All approved travel, lodging, and per diem expenses in connection with the Contract for which reimbursement may be claimed by the Contractor under the terms of the Contract will be reviewed against the City's Travel Policy and the current United States General Services Administration Domestic Per Diem Rates (the "Rates") as published and maintained on the Internet at:

<http://www.gsa.gov/portal/category/21287>

No amounts in excess of the Travel Policy or Rates shall be paid. No reimbursement will be made for expenses not actually incurred. Airline fares in excess of coach or economy will not be reimbursed. Mileage charges may not exceed the amount permitted as a deduction in any year under the Internal Revenue Code or Regulation.

4.6 **Final Payment and Close-Out.**

4.6.1 The making and acceptance of final payment will constitute:

4.6.1.1 a waiver of all claims by the City against the Contractor, except claims (1) which have been previously asserted in writing and not yet settled, (2) arising from defective work appearing after final inspection, (3) arising from failure of the Contractor to comply with the Contract or the terms of any warranty specified herein, regardless of when the cause for a claim is discovered (4) arising from the Contractor's continuing obligations under the Contract, including but not limited to indemnity and warranty obligations, or (5) arising under the City's right to audit; and

4.6.1.2 a waiver of all claims by the Contractor against the City other than those previously asserted in writing and not yet settled.

4.7 **Financial Terms.**

4.7.1 The City agrees to pay Contractor for services rendered under this Contract and to reimburse Contractor for actual, eligible expenses incurred and billed in accordance with all terms

and conditions of this Contract. The City shall not be liable to Contractor for any costs incurred by Contractor which are not reimbursable as set forth in Section 4.8.

4.7.2 The City's obligation to pay is subject to the timely receipt of complete and accurate reports as set forth in Section 4.9 and any other deliverable required under this Contract.

4.7.3 Payments to the Contractor will immediately be suspended upon the occasion of any late, incomplete, or inaccurate report, audit, or other required report or deliverable under this Contract, and payments will not be resumed until the Contractor is in full compliance.

4.7.4 The City shall not be liable to Contractor for any costs which have been paid under other agreements or from other funds. In addition, the City shall not be liable for any costs incurred by Contractor which were: a) incurred prior to the effective date of this Contract, or b) not billed to the City within sixty (60) calendar days following termination date of this Contract.

4.7.5 Contractor agrees to refund to the City any funds paid under this Contract which the City determines have resulted in overpayment to Contractor or which the City determines have not been spent by Contractor in accordance with the terms of this Contract. Refunds shall be made by Contractor within thirty (30) calendar days after a written refund request is submitted by the City. The City may, at its discretion, offset refunds due from any payment due Contractor, and the City may also deduct any loss, cost, or expense caused by Contractor from funds otherwise due.

4.7.6 Contractor shall deposit and maintain all funds received under this Contract in either a separate numbered bank account or a general operating account, either of which shall be supported with the maintenance of a separate accounting with a specific chart which reflects specific revenues and expenditures for the monies received under this Contract. The Contractor's accounting system must identify the specific expenditures, or portions of expenditures, against which funds under this Contract are disbursed.

4.7.7 Contractor is required to utilize an online contract management system for billing and reporting in accordance with the City's guidelines, policies, and procedures. Contractor is responsible for all data entered/edited under its unique username, as well as all required but omitted data.

4.7.8 Contractor shall expend the City budget in a reasonable manner in relation to contract time elapsed and/or contract program service delivery schedule. If cumulative expenditures are not within acceptable amounts, the City may require the Contractor to: 1) submit an expenditure plan, and/or 2) amend the contract budget amount to reflect projected expenditures, as determined by the City.

#### **4.8 Allowable and Unallowable Costs.**

The City shall make the final determination of whether a cost is allowable or unallowable under this Contract.

4.8.1 Reimbursement Only. Expenses and/or expenditures shall be considered reimbursable only if incurred during the current Program Period identified in Section 4.1.2, directly and specifically in the performance of this Contract, and in conformance with the Contract Exhibits. Contractor agrees that, unless otherwise specifically provided for in this Contract, payment by the City under the terms of this Contract is made on a reimbursement basis only; Contractor must have incurred and paid costs prior to those costs being invoiced and considered allowable under this Contract and subject to payment by the City.

4.8.2 To be allowable under this Contract, a cost must meet all of the following general criteria:

1. Be reasonable for the performance of the activity under the Contract.
2. Conform to any limitations or exclusions set forth in this Contract.
3. Be consistent with policies and procedures that apply uniformly to both government-financed and other activities of the organization.
4. Be determined and accounted in accordance with generally accepted accounting principles (GAAP).



5. Be adequately documented.

4.8.3 The City's prior written authorization is required in order for the following to be considered allowable costs. Inclusion in the budget within this Contract constitutes "written authorization". The item shall be specifically identified in the budget.

1. Alteration, construction, or relocation of facilities
2. Depreciation.
3. Equipment and other capital expenditures.
4. Interest, other than mortgage interest as part of a pre-approved budget under this Contract
5. Organization costs (costs in connection with the establishment or reorganization of an organization)
6. Public relations costs, except reasonable, pre-approved advertising costs related directly to services provided under this Contract
7. Purchases of tangible, nonexpendable property, including fax machines, stereo systems, cameras, video recorder/players, microcomputers, software, printers, microscopes, oscilloscopes, centrifuges, balances and incubator, or any other item having a useful life of more than one year and an acquisition cost, including freight, of over five thousand dollars (\$5,000)
8. Selling and marketing
9. Travel/training outside Travis County

4.8.4 The following types of expenses are specifically **not allowable** with City funds under this Contract:

1. Alcoholic beverages
2. Bad debts
3. Compensation of trustees, directors, officers, or advisory board members, other than those acting in an executive capacity
4. Contingency provisions (funds). (Self-insurance reserves and pension funds are allowable.)
5. Defense and prosecution of criminal and civil proceedings, claims, appeals and patent infringement
6. Deferred costs
7. Donations and contributions including donated goods or space
8. Entertainment costs
9. Fines and penalties (including late fees)
10. Fundraising and development costs
11. Goods or services for officers' or employees' personal use
12. Housing and personal living expenses for organization's officers or employees
13. Idle facilities and idle capacity
14. Litigation-related expenses (including personnel costs) in action(s) naming the City as a Defendant
15. Lobbying or other expenses related to political activity
16. Losses on other agreements or contracts or casualty losses
17. Taxes, other than payroll and other personnel-related levies

#### 4.9 **Reports.**

4.9.1 Contractor must submit a fully and accurately completed "Payment Request" and "Monthly Expenditure Report" to the City's Contract Manager using the forms shown at <http://www.ckodm.com/austin/> by the deadline outlined in section 4.2. Contractor must provide complete and accurate supporting documentation. Upon receipt and approval by the City of each complete and accurate Payment Request and Monthly Expenditure Report, the City shall process payment to the Contractor of an amount equal to the City's payment obligations, subject to deduction for any unallowable costs.



4.9.2 Contractor shall submit a quarterly performance report using the format and method specified by the City no later than fifteen (15) calendar days following each calendar quarter. If the fifteenth (15<sup>th</sup>) calendar day falls on a weekend or holiday, as outlined in Section 8.24, the deadline to submit the quarterly performance report is extended to no later than 5:00 p.m. Central Time of the first (1<sup>st</sup>) weekday immediately following the weekend or holiday. Contractor shall provide complete and accurate supporting documentation upon request by City. Payment Requests will not be approved if any accurate and complete performance report, including any required documentation, is past due. Performance reports on a frequency other than quarterly may be required by the City based upon business needs.

4.9.3 An annual Contract Progress Report, using the forms shown at <http://www.ckodm.com/austin/>, shall be completed by the Contractor and submitted to the City within sixty (60) calendar days following the end of each Program Period identified in section 4.1.2.

4.9.4 A Contract Closeout Summary report using the forms shown at <http://www.ckodm.com/austin/> shall be completed by the Contractor and submitted to the City within sixty (60) calendar days following the expiration or termination of this Contract. Any encumbrances of funds incurred prior to the date of termination of this Contract shall be subject to verification by the City. Upon termination of this Contract, any unused funds, unobligated funds, rebates, credits, or interest earned on funds received under this Contract shall be returned to the City.

4.9.5 Contractor shall provide the City with a copy of the completed Administrative and Fiscal Review (AFR) using the forms shown at <http://www.ckodm.com/austin/>, and required AFR Attachments, including a copy of the Contractor's completed Internal Revenue Service Form 990 or 990EZ (Return of Organization Exempt from Income Tax) if applicable, for each calendar year no later than May 31st of each year. If Contractor filed a Form 990 or Form 990EZ extension request, Contractor shall provide the City with a copy of that application of extension of time to file (IRS Form 2758) within thirty (30) days of filing said form(s), and a copy of the final IRS Form 990 document(s) immediately upon completion.

4.9.6 Contractor shall provide other reports required by the City to document the effective and appropriate delivery of services as outlined under this Contract as required by the City.

4.10 **Contractor Policies and Procedures.** Contractor shall maintain written policies and procedures approved by its governing body and shall make copies of all policies and procedures available to the City upon request. At a minimum, written policies shall exist in the following areas: Financial Management; Subcontracting and/or Procurement; Equal Employment Opportunity; Personnel and Personnel Grievance; Nepotism; Non-Discrimination of Clients; Client Grievance; Drug Free Workplace; the Americans With Disabilities Act; and Criminal Background Checks.

4.11 **Monitoring and Evaluation.**

4.11.1 Contractor agrees that the City or its designee may carry out monitoring and evaluation activities to ensure adherence by the Contractor and Subcontractors to the Program Work Statement, Program Performance Measures, and Program Budget, as well as other provisions of this Contract. Contractor shall fully cooperate in any monitoring or review by the City and further agrees to designate a staff member to coordinate monitoring and evaluation activities.

4.11.2 The City expressly reserves the right to monitor client-level data related to services provided under this contract. If the Contractor asserts that client-level data is legally protected from disclosure to the City, a specific and valid legal reference to this assertion must be provided.

4.11.3 Contractor shall provide the City with copies of all evaluation or monitoring reports received from other funding sources during the Contract Term within twenty (20) working days following the receipt of the final report.

4.11.4 Contractor shall keep on file copies of all notices of Board of Directors meetings, Subcommittee or Advisory Board meetings, and copies of approved minutes of those meetings.

#### **4.12 Financial Audit of Contractor.**

4.12.1 In the event Contractor expends \$750,000 or more in a year in federal awards, Contractor shall have a single or program specific audit conducted in accordance with Chapter 200, Subpart F, of Title 2 of the Code of Federal Regulations as required by the Single Audit Act of 1984, as amended (Single Audit Act), and shall submit to the City a complete set of audited financial statements and the auditor's opinion and management letters in accordance with Chapter 200, Subpart F, of Title 2 of the Code of Federal Regulations and any guidance issued by the federal Office of Management and Budget covering Contractor's fiscal year until the end of the term of this Contract.

4.12.2 If Contractor is not subject to the Single Audit Act, and expends seven hundred fifty thousand dollars (\$750,000) or more during the Contractor's fiscal year, then Contractor shall have a full financial audit performed. If less than seven hundred fifty thousand dollars (\$750,000) is expended, then a financial review is acceptable, pursuant to the requirements of this Contract.

4.12.3 Contractor shall contract with an independent auditor utilizing a Letter of Engagement. The auditor must be a Certified Public Accountant recognized by the regulatory authority of the State of Texas.

4.12.4 Contractor must submit one (1) Board-approved, bound hard copy of a complete financial audit report or financial review, to include the original auditor opinion, within one hundred eighty (180) calendar days of the end of Contractor's fiscal year, unless alternative arrangements are approved in writing by the City. The financial audit report/financial review must include the Management Letter if one was issued by the auditor. Contractor may not submit electronic copies of financial audit reports/financial reviews to the City. Financial audit reports/financial reviews must be provided in hard copy, and either mailed or hand-delivered to the City.

4.12.5 The City will contact the independent auditor to verify:

- i. That the auditor completed the financial audit report/financial review received from the Contractor;
- ii. That the auditor presented the financial audit report/financial review to the Contractor's Board of Directors or a committee of the Board, and;
- iii. The date the financial audit report/financial review was presented to the Contractor's Board of Directors or a committee of the Board.

4.12.6 The City will contact the Board Chair to verify that the auditor presented the financial audit report/financial review to the Contractor's Board of Directors or a committee of the Board.

- i. Contractor's Board Chair must submit a signed and dated copy of the HHSD Board Certification form to the City as verification.
- ii. In lieu of the Board Certification form, Contractor must submit a signed and copy of the approved Board meeting minutes to the City, indicating the following:
  - a) The Board of Directors, or a committee of the Board, has met with the independent auditor;
  - b) The Board of Directors has authorized and accepted the financial audit report/financial review.

A signed and dated copy of the HHSD Board Certification form, or approved and signed Board minutes reflecting acceptance of the financial audit report/financial review will be due to the City within forty-five (45) days after the audit is due to the City. Board minutes regarding approval of the Contractor's financial audit report/financial review will be verified with the Contractor's Board Chair. The City will deem the financial audit report/financial review incomplete if Contractor fails to submit either the Board Certification form or the Board minutes as required by this section 4.12.6.



4.12.7 The inclusion of any Findings or a Going Concern Uncertainty, as defined by Chapter 200, Subpart F, of Title 2 of the Code of Federal Regulations and Generally Accepted Auditing Standards (GAAS), in a Contractor's audit requires the creation and submission to the City of a corrective action plan formally approved by the Contractor's governing board. The plan must be submitted to the City within 60 days after the audit is due to the City. Failure to submit an adequate plan to the City may result in the immediate suspension of funding. If adequate improvement related to the audit findings is not documented within a reasonable period of time, the City may provide additional technical assistance, refer the Agreement to the City Auditor for analysis, or move to terminate the Agreement as specified in Section 5 of the Agreement.

4.12.8 The expiration or termination of this Contract shall in no way relieve the Contractor of the audit requirement set forth in this Section.

**4.12.9 Right To Audit By Office of City Auditor.**

4.12.9.1 Contractor agrees that the representatives of the Office of the City Auditor, or other authorized representatives of the City, shall have access to, and the right to audit, examine, and copy any and all records of the Contractor related to the performance under this Agreement during normal business hours (Monday – Friday, 8 am – 5 pm). In addition to any other rights of termination or suspension set forth herein, the City shall have the right to immediately suspend the Agreement, upon written notice to Contractor, if Contractor fails to cooperate with this audit provision. The Contractor shall retain all such records for a period of five (5) years after the expiration or early termination of this Agreement or until all audit and litigation matters that the City has brought to the attention of the Contractor are resolved, whichever is longer. The Contractor agrees to refund to the City any overpayments disclosed by any such audit.

4.12.9.2 Contractor shall include this audit requirements in any subcontracts entered into in connection with this Agreement.

**4.13 Ownership of Property.**

4.13.1 Ownership title to all capital acquisition, supplies, materials or any other property purchased with funds received under this Contract and in accordance with the provisions of the Contract, is vested with the City and such property shall, upon termination of the Contract, be delivered to the City upon request.

4.13.2 Written notification must be given to the City within five (5) calendar days of delivery of nonexpendable property (defined as anything that has a life or utility of more than one (1) year and an acquisition cost, including freight, of over five thousand dollars (\$5,000)) in order for the City to effect identification and recording for inventory purposes. Contractor shall maintain adequate accountability and control over such property, maintain adequate property records, perform an annual physical inventory of all such property, and report this information in the annual Contract Progress Report, due sixty (60) days after the end of each Program Period, as well as in the Closeout Summary Report, due sixty (60) days after the end of the Contract Term.

4.13.3 In the event Contractor's services are retained under a subsequent agreement, and should Contractor satisfactorily perform its obligations under this Contract, Contractor shall be able to retain possession of non-expendable property purchased under this Contract for the duration of the subsequent agreement.

4.13.4 Property purchased with City funds shall convey to Contractor two (2) years after purchase, unless notified by the City in writing.

**SECTION 5. TERMINATION**



- 5.1 **Right To Assurance.** Whenever one party to the Contract in good faith has reason to question the other party's intent to perform, demand may be made to the other party for written assurance of the intent to perform. In the event that no assurance is given within the time specified after demand is made, the demanding party may treat this failure as an anticipatory repudiation of the Contract.
- 5.2 **Default.** The Contractor shall be in default under the Contract if the Contractor (a) fails to fully, timely and faithfully perform any of its material obligations under the Contract, (b) fails to provide adequate assurance of performance under the "Right to Assurance paragraph herein, (c) becomes insolvent or seeks relief under the bankruptcy laws of the United States or (d) makes a material misrepresentation in Contractor's Offer, or in any report or deliverable required to be submitted by Contractor to the City.
- 5.3 **Termination For Cause.** In the event of a default by the Contractor, the City shall have the right to terminate the Contract for cause, by written notice effective ten (10) calendar days, unless otherwise specified, after the date of such notice, unless the Contractor, within such ten (10) day period, cures such default, or provides evidence sufficient to prove to the City's reasonable satisfaction that such default does not, in fact, exist. The City may place Contractor on probation for a specified period of time within which the Contractor must correct any non-compliance issues. Probation shall not normally be for a period of more than nine (9) months, however, it may be for a longer period, not to exceed one (1) year depending on the circumstances. If the City determines the Contractor has failed to perform satisfactorily during the probation period, the City may proceed with suspension. In the event of a default by the Contractor, the City may suspend or debar the Contractor in accordance with the "City of Austin Purchasing Office Probation, Suspension and Debarment Rules for Vendors" and remove the Contractor from the City's vendor list for up to five (5) years and any Offer submitted by the Contractor may be disqualified for up to five (5) years. In addition to any other remedy available under law or in equity, the City shall be entitled to recover all actual damages, costs, losses and expenses, incurred by the City as a result of the Contractor's default, including, without limitation, cost of cover, reasonable attorneys' fees, court costs, and prejudgment and post-judgment interest at the maximum lawful rate. All rights and remedies under the Contract are cumulative and are not exclusive of any other right or remedy provided by law.
- 5.4 **Termination Without Cause.** The City shall have the right to terminate the Contract, in whole or in part, without cause any time upon thirty (30) calendar days prior written notice. Upon receipt of a notice of termination, the Contractor shall promptly cease all further work pursuant to the Contract, with such exceptions, if any, specified in the notice of termination. The City shall pay the Contractor, to the extent of funds appropriated or otherwise legally available for such purposes, for all goods delivered and services performed and obligations incurred prior to the date of termination in accordance with the terms hereof.
- 5.5 **Fraud.** Fraudulent statements by the Contractor on any Offer or in any report or deliverable required to be submitted by the Contractor to the City shall be grounds for the termination of the Contract for cause by the City and may result in legal action.

## **SECTION 6. OTHER DELIVERABLES**

- 6.1 **Insurance.** The following insurance requirements apply.

### **6.1.1 General Requirements**

6.1.1.1 The Contractor shall at a minimum carry insurance in the types and amounts indicated herein for the duration of the Contract and during any warranty period.

6.1.1.2 The Contractor shall provide a Certificate of Insurance as verification of coverages required below to the City at the below address prior to contract execution and within fourteen (14) calendar days after written request from the City.

6.1.1.3 The Contractor must also forward a Certificate of Insurance to the City whenever a previously identified policy period has expired, or an extension option or holdover period is exercised, as verification of continuing coverage.

6.1.1.4 The Contractor shall not commence work until the required insurance is obtained and has been reviewed by the City. Approval of insurance by the City shall not relieve or decrease the liability of the Contractor hereunder and shall not be construed to be a limitation of liability on the part of the Contractor.

6.1.1.5 The Contractor must maintain and make available to the City, upon request, certificates of insurance for all Subcontractors.

6.1.1.6 The Contractor's and all subcontractors' insurance coverage shall be written by companies licensed to do business in the State of Texas at the time the policies are issued and shall be written by companies with A.M. Best ratings of B+VII or better. The City will accept workers' compensation coverage written by the Texas Workers' Compensation Insurance Fund.

6.1.1.7 All endorsements naming the City as additional insured, waivers, and notices of cancellation endorsements as well as the Certificate of Insurance shall contain the Contractor's email address, and shall be mailed to the following address:

City of Austin  
Health and Human Services Department  
ATTN: Community Based Resources  
P. O. Box 1088  
Austin, Texas 78767

6.1.1.8 The "other" insurance clause shall not apply to the City where the City is an additional insured shown on any policy. It is intended that policies required in the Contract, covering both the City and the Contractor, shall be considered primary coverage as applicable.

6.1.1.9 If insurance policies are not written for amounts specified, the Contractor shall carry Umbrella or Excess Liability Insurance for any differences in amounts specified. If Excess Liability Insurance is provided, it shall follow the form of the primary coverage.

6.1.1.10 The City shall be entitled, upon request, at an agreed upon location, and without expense, to review certified copies of policies and endorsements thereto and may make any reasonable requests for deletion or revision or modification of particular policy terms, conditions, limitations, or exclusions except where policy provisions are established by law or regulations binding upon either of the parties hereto or the underwriter on any such policies.

6.1.1.11 The City reserves the right to review the insurance requirements set forth during the effective period of the Contract and to make reasonable adjustments to insurance coverage, limits, and exclusions when deemed necessary and prudent by the City based upon changes in statutory law, court decisions, the claims history of the industry or financial condition of the insurance company as well as the Contractor.

6.1.1.12 The Contractor shall not cause any insurance to be canceled nor permit any insurance to lapse during the term of the Contract or as required in the Contract.

6.1.1.13 The Contractor shall be responsible for premiums, deductibles and self-insured retentions, if any, stated in policies. All deductibles or self-insured retentions shall be disclosed on the Certificate of Insurance.

6.1.1.14 The Contractor shall endeavor to provide the City thirty (30) calendar days written notice of erosion of the aggregate limits below occurrence limits for all applicable coverages indicated within the Contract.

**6.1.2 Specific Coverage Requirements.** The Contractor shall at a minimum carry insurance in the types and amounts indicated below for the duration of the Contract, including extension options and hold over periods, and during any warranty period. These insurance coverages are required minimums and are not intended to limit the responsibility or liability of the Contractor.

**6.1.2.1 Commercial General Liability Insurance.** The minimum bodily injury and property damage per occurrence are \$500,000\* for coverages A (Bodily Injury and Property Damage) and B (Personal and Advertising Injuries). The policy shall contain the following provisions and endorsements.

- 6.1.2.1.1 Blanket contractual liability coverage for liability assumed under the Contract and all other Contracts related to the project
- 6.1.2.1.2 Independent Contractor's Coverage
- 6.1.2.1.3 Products/Completed Operations Liability for the duration of the warranty period
- 6.1.2.1.4 Waiver of Subrogation, Endorsement CG 2404, or equivalent coverage
- 6.1.2.1.5 Thirty (30) calendar days Notice of Cancellation, Endorsement CG 0205, or equivalent coverage
- 6.1.2.1.6 The City of Austin listed as an additional insured, Endorsement CG 2010, or equivalent coverage
- 6.1.2.1.7 If care of a child is provided outside the presence of a legal guardian or parent, Contractor shall provide coverage for sexual abuse and molestation for a minimum limit of \$500,000 per occurrence.
- 6.1.2.1.8 The policy shall be endorsed to cover injury to a child while the child is in the care of the Contractor or Subcontractor.

\* **Supplemental Insurance Requirement.** If eldercare, childcare, or housing for clients is provided, the required limits shall be \$1,000,000 per occurrence.

**6.1.2.2 Business Automobile Liability Insurance.**

Minimum limits: \$500,000 combined single limit per occurrence for all owned, hired and non-owned autos

- a. If any form of transportation for clients is provided, coverage for all owned, non-owned, and hired vehicles shall be maintained with a combined single limit of \$1,000,000 per occurrence.
- b. If no client transportation is provided but autos are used within the scope of work, and there are no agency owned vehicles, evidence of Personal Auto Policy coverage from each person using their auto may be provided. The following limits apply for personal auto insurance: \$100,000/\$300,000/\$100,000.

All policies shall contain the following endorsements:

- 6.1.2.2.1. Waiver of Subrogation, Endorsement TE 2046A, or equivalent coverage
- 6.1.2.2.2. Thirty (30) calendar days Notice of Cancellation, Endorsement TE 0202A, or equivalent coverage

- 6.1.2.2.3 The City of Austin listed as an additional insured, Endorsement TE 9901B, or equivalent coverage

6.1.2.3 **Worker's Compensation and Employers' Liability Insurance.** Coverage shall be consistent with statutory benefits outlined in the Texas Worker's Compensation Act (Section 401). The minimum policy limits for Employer's Liability are \$100,000 bodily injury each accident, \$500,000 bodily injury by disease policy limit and \$100,000 bodily injury by disease each employee. The policy shall contain the following provisions and endorsements:

- 6.1.2.3.1 The Contractor's policy shall apply to the State of Texas
- 6.1.2.3.2 Waiver of Subrogation, Form WC 420304, or equivalent coverage
- 6.1.2.3.3 Thirty (30) calendar days Notice of Cancellation, Form WC 420601, or equivalent coverage

6.1.2.4 **Professional Liability Insurance.**

6.1.2.4.1 Contractor shall provide coverage at a minimum limit of \$500,000 per claim to pay on behalf of the assured all sums which the assured shall become legally obligated to pay as damages by reason of any negligent act, error, or omission arising out of the performance of professional services under this Contract.

6.1.2.4.2 If coverage is written on a claims-made basis, the retroactive date shall be prior to or coincident with the date of the Contract and the certificate of insurance shall state that the coverage is claims-made and indicate the retroactive date. This coverage shall be continuous and will be provided for twenty-four (24) months following the completion of the Contract.

6.1.2.5 **Blanket Crime Policy Insurance.** A Blanket Crime Policy shall be required with limits equal to or greater than the sum of all Contract funds allocated by the City. Acceptance of alternative limits shall be approved by Risk Management.

6.1.2.6 **Directors and Officers Insurance.** Directors and Officers Insurance with a minimum of not less than \$1,000,000 per claim shall be in place for protection from claims arising out of negligent acts, errors or omissions for directors and officers while acting in their capacities as such. If coverage is underwritten on a claims-made basis, the retroactive date shall be coincident with or prior to the date of the Contract and the certificate of insurance shall state that the coverage is claims made and the retroactive date. The coverage shall be continuous for the duration of the Contract and for not less than twenty-four (24) months following the end of the Contract. Coverage, including renewals, shall have the same retroactive date as the original policy applicable to the Contract or evidence of prior acts or an extended reporting period acceptable to the City may be provided. The Contractor shall, on at least an annual basis, provide the City with a certificate of insurance as evidence of such insurance.

6.1.2.7 **Property Insurance.** If the Contract provides funding for the purchase of property or equipment the Contractor shall provide evidence of all risk property insurance for a value equivalent to the replacement cost of the property or equipment.

6.1.2.8 **Endorsements.** The specific insurance coverage endorsements specified above, or their equivalents must be provided. In the event that endorsements, which are the equivalent of the required coverage, are proposed to be substituted for the required



coverage, copies of the equivalent endorsements must be provided for the City's review and approval.

6.1.2.9 **Certificate.** The following statement must be shown on the Certificate of Insurance.

"The City of Austin is an Additional Insured on the general liability and the auto liability policies. A Waiver of Subrogation is issued in favor of the City of Austin for general liability, auto liability and workers compensation policies."

## 6.2 **Equal Opportunity.**

6.2.1.1 **Equal Employment Opportunity.** No Contractor or Contractor's agent shall engage in any discriminatory employment practice as defined in Chapter 5-4 of the City Code. No Bid submitted to the City shall be considered, nor any Purchase Order issued, or any Contract awarded by the City unless the Contractor has executed and filed with the City Purchasing Office a current Non-Discrimination Certification. The Contractor shall sign and return the Non-Discrimination Certification attached hereto as Exhibit C. Non-compliance with Chapter 5-4 of the City Code may result in sanctions, including termination of the Contract and the Contractor's suspension or debarment from participation on future City contracts until deemed compliant with Chapter 5-4. Any Subcontractors used in the performance of this contract and paid with City funds must comply with the same nondiscrimination requirements as the Contractor.

6.2.2 **Americans With Disabilities Act (ADA) Compliance.** No Contractor, or Contractor's agent shall engage in any discriminatory employment practice against individuals with disabilities as defined in the ADA.

6.3 **Inspection of Premises.** The City has the right to enter Contractor's and Subcontractor's work facilities and premises during Contractor's regular work hours, and Contractor agrees to facilitate a review of the facilities upon reasonable request by the City.

6.4 **Rights to Proposal and Contractual Material.** All material submitted by the Contractor to the City shall become property of the City upon receipt. Any portions of such material claimed by the Contractor to be proprietary must be clearly marked as such. Determination of the public nature of the material is subject to the Texas Public Information Act, Chapter 552, Texas Government Code.

6.5 **Publications.** All published material and written reports submitted under the Contract must be originally developed material unless otherwise specifically provided in the Contract. When material not originally developed is included in a report in any form, the source shall be identified.

## SECTION 7. WARRANTIES

7.1 **Authority.** Each party warrants and represents to the other that the person signing this Contract on its behalf is authorized to do so, that it has taken all action necessary to approve this Contract, and that this Contract is a lawful and binding obligation of the party.

7.2 **Performance Standards.** Contractor warrants and represents that all services provided under this Contract shall be fully and timely performed in a good and workmanlike manner in accordance with generally accepted community standards and, if applicable, professional standards and practices. Contractor may not limit, exclude, or disclaim this warranty or any warranty implied by law, and any attempt to do so shall be without force or effect. If the Contractor is unable or unwilling to perform its services in accordance with the above standard as required by the City, then in addition to any other available remedy, the City may reduce the amount of services it may be required to purchase under the Contract from the Contractor, and purchase conforming services from other sources. In such event, the Contractor shall pay to the City upon demand the increased cost, if any, incurred by the City to procure such services from another source. Contractor agrees to participate with City staff to update the performance measures.

## SECTION 8. MISCELLANEOUS

8.1 **Criminal Background Checks.** Contractor and Subcontractor(s) agree to perform a criminal background check on individuals providing direct client service in programs designed for children under eighteen (18) years of age, seniors 55 years of age and older, or persons with Intellectual and Developmental Disabilities (IDD). Contractor shall not assign or allow an individual to provide direct client service in programs designed for children under eighteen (18) years of age, seniors 55 years of age and older, or persons with IDD if the individual would be barred from contact under the applicable program rules established by Title 40 of the Texas Administrative Code.

8.2 **Compliance with Health, Safety, and Environmental Regulations.** The Contractor, its Subcontractors, and their respective employees, shall comply fully with all applicable federal, state, and local health, safety, and environmental laws, ordinances, rules and regulations in the performance of the services, including but not limited to those promulgated by the City and by the Occupational Safety and Health Administration (OSHA). In case of conflict, the most stringent safety requirement shall govern. The Contractor shall indemnify and hold the City harmless from and against all claims, demands, suits, actions, judgments, fines, penalties and liability of every kind arising from the breach of the Contractor's obligations under this paragraph.

8.2.1 The Contractor or Subcontractor(s) seeking an exemption for a food enterprise permit fee must present this signed and executed social services contract upon request to the City. (*Source: City of Austin Ordinance 20051201-013*)

8.3 **Stop Work Notice.** The City may issue an immediate Stop Work Notice in the event the Contractor is observed performing in a manner that the City reasonably believes is in violation of Federal, State, or local guidelines, or in a manner that is determined by the City to be unsafe to either life or property. Upon notification, the Contractor will cease all work until notified by the City that the violation or unsafe condition has been corrected. The Contractor shall be liable for all costs incurred by the City as a result of the issuance of such Stop Work Notice.

8.4 **Indemnity.**

8.4.1 Definitions:

8.4.1.1 "Indemnified Claims" shall include any and all claims, demands, suits, causes of action, judgments and liability of every character, type or description, including all reasonable costs and expenses of litigation, mediation or other alternate dispute resolution mechanism, including attorney and other professional fees for:

8.4.1.1.1 damage to or loss of the property of any person (including, but not limited to the City, the Contractor, their respective agents, officers, employees and subcontractors; the officers, agents, and employees of such subcontractors; and third parties); and/or;

8.4.1.1.2 death, bodily injury, illness, disease, worker's compensation, loss of services, or loss of income or wages to any person (including but not limited to the agents, officers and employees of the City, the Contractor, the Contractor's subcontractors, and third parties),

8.4.1.2 "Fault" shall include the sale of defective or non-conforming deliverables, negligence, willful misconduct, or a breach of any legally imposed strict liability standard.

8.4.2 THE CONTRACTOR SHALL DEFEND (AT THE OPTION OF THE CITY), INDEMNIFY, AND HOLD THE CITY, ITS SUCCESSORS, ASSIGNS, OFFICERS, EMPLOYEES AND ELECTED OFFICIALS HARMLESS FROM AND AGAINST ALL INDEMNIFIED CLAIMS DIRECTLY ARISING OUT OF, INCIDENT TO, CONCERNING OR RESULTING FROM THE FAULT OF THE CONTRACTOR, OR THE CONTRACTOR'S AGENTS, EMPLOYEES OR SUBCONTRACTORS, IN THE

PERFORMANCE OF THE CONTRACTOR'S OBLIGATIONS UNDER THE CONTRACT. NOTHING HEREIN SHALL BE DEEMED TO LIMIT THE RIGHTS OF THE CITY OR THE CONTRACTOR (INCLUDING, BUT NOT LIMITED TO, THE RIGHT TO SEEK CONTRIBUTION) AGAINST ANY THIRD PARTY WHO MAY BE LIABLE FOR AN INDEMNIFIED CLAIM.

- 8.5 **Claims.** If any claim, demand, suit, or other action is asserted against the Contractor which arises under or concerns the Contract, or which could have a material adverse affect on the Contractor's ability to perform hereunder, the Contractor shall give written notice thereof to the City within ten (10) calendar days after receipt of notice by the Contractor. Such notice to the City shall state the date of notification of any such claim, demand, suit, or other action; the names and addresses of the claimant(s); the basis thereof; and the name of each person against whom such claim is being asserted. Such notice shall be delivered personally or by mail and shall be sent to the City and to the Austin City Attorney. Personal delivery to the City Attorney shall be to City Hall, 301 West 2<sup>nd</sup> Street, 4<sup>th</sup> Floor, Austin, Texas 78701, and mail delivery shall be to P.O. Box 1088, Austin, Texas 78767.
- 8.6 **Business Continuity.** Contractor warrants that it has adopted a business continuity plan that describes how Contractor will continue to provide services in the event of an emergency or other unforeseen event, and agrees to maintain the plan on file for review by the City. Contractor shall provide a copy of the plan to the City's Contract Manager upon request at any time during the term of this Contract, and the requested information regarding the Business Continuity Plan shall appear in the annual Administrative and Fiscal Review document. Contractor also agrees to participate in the City's Emergency Preparedness and Response Plan and other disaster planning processes.
- 8.7 **Notices.** Unless otherwise specified, all notices, requests, or other communications required or appropriate to be given under the Contract shall be in writing and shall be deemed delivered three (3) business days after postmarked if sent by U.S. Postal Service Certified or Registered Mail, Return Receipt Requested. Notices delivered by other means shall be deemed delivered upon receipt by the addressee. Routine communications may be made by first class mail, email, or other commercially accepted means. Notices to the City and the Contractor shall be addressed as follows:

To the City:	To the Contractor:	With copy to:
City of Austin, Health and Human Services Department Community Services Division	Goodwill Industries of Central Texas, Inc.	City of Austin Health and Human Services Dept.
ATTN: Stephanie Hayden, Assistant Director	ATTN: Gerald Davis, Executive Director	ATTN: Shannon Jones, Director
7201 Levander Loop, Bldg. H Austin, TX 78702	1015 Norwood Park Blvd. Austin, TX 78753	7201 Levander Loop, Bldg. E Austin, TX 78702

- 8.8 **Confidentiality.** In order to provide the deliverables to the City, Contractor may require access to certain of the City's and/or its licensors' confidential information (including inventions, employee information, trade secrets, confidential know-how, confidential business information, and other information which the City or its licensors consider confidential) (collectively, "Confidential Information"). Contractor acknowledges and agrees that the Confidential Information is the valuable property of the City and/or its licensors and any unauthorized use, disclosure, dissemination, or other release of the Confidential Information will substantially injure the City and/or its licensors. The Contractor (including its employees, subcontractors, agents, or representatives) agrees that it will maintain the Confidential Information in strict confidence and shall not disclose, disseminate, copy, divulge, recreate, or otherwise use the Confidential Information without the prior written consent of the City or in a manner not expressly permitted under this Contract, unless the Confidential Information is required to be disclosed by law or an order of any court or other governmental authority with proper jurisdiction, provided the Contractor promptly notifies the City before disclosing such information so as to permit the City reasonable time to seek an appropriate protective order. The Contractor agrees to use protective measures no less stringent than the Contractor uses within its own business to protect its own most valuable information, which protective measures shall under all circumstances be at least reasonable measures to ensure the continued confidentiality of the Confidential Information.



- 8.9 **Advertising.** Where such action is appropriate as determined by the City, Contractor shall publicize the activities conducted by the Contractor under this Agreement. Any news release, sign, brochure, or other advertising medium including websites disseminating information prepared or distributed by or for the Contractor shall recognize the City as a funding source and include a statement that indicates that the information presented does not officially represent the opinion or policy position of the City.
- 8.10 **No Contingent Fees.** The Contractor warrants that no person or selling agency has been employed or retained to solicit or secure the Contract upon any agreement or understanding for commission, percentage, brokerage, or contingent fee, excepting bona fide employees of bona fide established commercial or selling agencies maintained by the Contractor for the purpose of securing business. For breach or violation of this warranty, the City shall have the right, in addition to any other remedy available, to cancel the Contract without liability and to deduct from any amounts owed to the Contractor, or otherwise recover, the full amount of such commission, percentage, brokerage or contingent fee.
- 8.11 **Gratuities.** The City may, by written notice to the Contractor, cancel the Contract without liability if it is determined by the City that gratuities were offered or given by the Contractor or any agent or representative of the Contractor to any officer or employee of the City with a view toward securing the Contract or securing favorable treatment with respect to the awarding or amending or the making of any determinations with respect to the performing of such contract. In the event the Contract is canceled by the City pursuant to this provision, the City shall be entitled, in addition to any other rights and remedies, to recover or withhold the amount of the cost incurred by the Contractor in providing such gratuities.
- 8.12 **Prohibition Against Personal Interest in Contracts.** No officer, employee, independent consultant, or elected official of the City who is involved in the development, evaluation, or decision-making process of the performance of any solicitation shall have a financial interest, direct or indirect, in the Contract resulting from that solicitation. Any willful violation of this section shall constitute impropriety in office, and any officer or employee guilty thereof shall be subject to disciplinary action up to and including dismissal. Any violation of this provision, with the knowledge, expressed or implied, of the Contractor shall render the Contract voidable by the City.
- 8.13 **Independent Contractor.** The Contract shall not be construed as creating an employer/employee relationship, a partnership, or a joint venture. The Contractor's services shall be those of an independent contractor. The Contractor agrees and understands that the Contract does not grant any rights or privileges established for employees of the City.
- 8.14 **Assignment-Delegation.** The Contract shall be binding upon and enure to the benefit of the City and the Contractor and their respective successors and assigns, provided however, that no right or interest in the Contract shall be assigned and no obligation shall be delegated by the Contractor without the prior written consent of the City. Any attempted assignment or delegation by the Contractor shall be void unless made in conformity with this paragraph. The Contract is not intended to confer rights or benefits on any person, firm or entity not a party hereto; it being the intention of the parties that there be no third party beneficiaries to the Contract.
- 8.15 **Waiver.** No claim or right arising out of a breach of the Contract can be discharged in whole or in part by a waiver or renunciation of the claim or right unless the waiver or renunciation is supported by consideration and is in writing signed by the aggrieved party. No waiver by either the Contractor or the City of any one or more events of default by the other party shall operate as, or be construed to be, a permanent waiver of any rights or obligations under the Contract, or an express or implied acceptance of any other existing or future default or defaults, whether of a similar or different character.
- 8.16 **Modifications.** The Contract can be modified or amended only by a written, signed agreement by both parties. No pre-printed or similar terms on any Contractor invoice, order, or other document shall have any force or effect to change the terms, covenants, and conditions of the Contract.



8.17 **Interpretation.** The Contract is intended by the parties as a final, complete and exclusive statement of the terms of their agreement. No course of prior dealing between the parties or course of performance or usage of the trade shall be relevant to supplement or explain any term used in the Contract. Although the Contract may have been substantially drafted by one party, it is the intent of the parties that all provisions be construed in a manner to be fair to both parties, reading no provisions more strictly against one party or the other. Whenever a term defined by the Uniform Commercial Code, as enacted by the State of Texas, is used in the Contract, the UCC definition shall control, unless otherwise defined in the Contract.

8.18 **Dispute Resolution.**

8.18.1 If a dispute arises out of or relates to the Contract, or the breach thereof, the parties agree to negotiate prior to prosecuting a suit for damages. However, this section does not prohibit the filing of a lawsuit to toll the running of a statute of limitations or to seek injunctive relief. Either party may make a written request for a meeting between representatives of each party within fourteen (14) calendar days after receipt of the request or such later period as agreed by the parties. Each party shall include, at a minimum, one (1) senior level individual with decision-making authority regarding the dispute. The purpose of this and any subsequent meeting is to attempt in good faith to negotiate a resolution of the dispute. If, within thirty (30) calendar days after such meeting, the parties have not succeeded in negotiating a resolution of the dispute, they will proceed directly to mediation as described below. Negotiation may be waived by a written agreement signed by both parties, in which event the parties may proceed directly to mediation as described below.

8.18.2 If the efforts to resolve the dispute through negotiation fail, or the parties waive the negotiation process, the parties may select, within thirty (30) calendar days, a mediator trained in mediation skills to assist with resolution of the dispute. Should they choose this option, the City and the Contractor agree to act in good faith in the selection of the mediator and to give consideration to qualified individuals nominated to act as mediator. Nothing in the Contract prevents the parties from relying on the skills of a person who is trained in the subject matter of the dispute or a contract interpretation expert. If the parties fail to agree on a mediator within thirty (30) calendar days of initiation of the mediation process, the mediator shall be selected by the Travis County Dispute Resolution Center (DRC). The parties agree to participate in mediation in good faith for up to thirty (30) calendar days from the date of the first mediation session. The City and the Contractor will share the mediator's fees equally and the parties will bear their own costs of participation such as fees for any consultants or attorneys they may utilize to represent them or otherwise assist them in the mediation.

8.19 **Minority And Women Owned Business Enterprise (MBE/WBE) Procurement Program**

MBE/WBE goals do not apply to this Contract.

8.20 **Living Wage Policy**

[Reserved]

8.21 **Subcontractors.**

8.21.1 Work performed for the Contractor by a Subcontractor shall be pursuant to a written contract between the Contractor and Subcontractor. The terms of the subcontract may not conflict with the terms of the Contract, and shall contain provisions that:

8.21.1.1 require that all deliverables to be provided by the Subcontractor be provided in strict accordance with the provisions, specifications and terms of the Contract. The City may require specific documentation to confirm Subcontractor compliance with all aspects of this Contract.

8.21.1.2 prohibit the Subcontractor from further subcontracting any portion of the Contract without the prior written consent of the City and the Contractor. The City may require, as a

condition to such further subcontracting, that the Subcontractor post a payment bond in form, substance and amount acceptable to the City;

8.21.1.3 require Subcontractors to submit all requests for payment and applications for payments, including any claims for additional payments, damages or otherwise, to the Contractor in sufficient time to enable the Contractor to include the same with its invoice or application for payment to the City in accordance with the terms of the Contract;

8.21.1.4 require that all Subcontractors obtain and maintain, throughout the term of their contract, insurance in the type and amounts specified for the Contractor, with the City being a named insured as its interest shall appear; and

8.21.1.5 require that the Subcontractor indemnify and hold the City harmless to the same extent as the Contractor is required to indemnify the City.

8.21.2 The Contractor shall be fully responsible to the City for all acts and omissions of the Subcontractors just as the Contractor is responsible for the Contractor's own acts and omissions. Nothing in the Contract shall create for the benefit of any such Subcontractor any contractual relationship between the City and any such Subcontractor, nor shall it create any obligation on the part of the City to pay or to see to the payment of any moneys due any such Subcontractor except as may otherwise be required by law.

8.21.3 The Contractor shall pay each Subcontractor its appropriate share of payments made to the Contractor not later than ten days after receipt of payment from the City.

8.22 **Jurisdiction And Venue.** The Contract is made under and shall be governed by the laws of the State of Texas, including, when applicable, the Uniform Commercial Code as adopted in Texas, V.T.C.A., Bus. & Comm. Code, Chapter 1, excluding any rule or principle that would refer to and apply the substantive law of another state or jurisdiction. All issues arising from this Contract shall be resolved in the courts of Travis County, Texas and the parties agree to submit to the exclusive personal jurisdiction of such courts. The foregoing, however, shall not be construed or interpreted to limit or restrict the right or ability of the City to seek and secure injunctive relief from any competent authority as contemplated herein.

8.23 **Invalidity.** The invalidity, illegality, or unenforceability of any provision of the Contract shall in no way affect the validity or enforceability of any other portion or provision of the Contract. Any void provision shall be deemed severed from the Contract and the balance of the Contract shall be construed and enforced as if the Contract did not contain the particular portion or provision held to be void. The parties further agree to reform the Contract to replace any stricken provision with a valid provision that comes as close as possible to the intent of the stricken provision. The provisions of this section shall not prevent this entire Contract from being void should a provision which is the essence of the Contract be determined to be void.

8.24 **Holidays.** The following holidays are observed by the City:

<u>HOLIDAY</u>	<u>DATE OBSERVED</u>
New Year's Day	January 1
Martin Luther King, Jr's Birthday	Third Monday in January
President's Day	Third Monday in February
Memorial Day	Last Monday in May
Independence Day	July 4
Labor Day	First Monday in September
Veteran's Day	November 11
Thanksgiving Day	Fourth Thursday in November

Friday after Thanksgiving	Friday after Thanksgiving
Christmas Eve	December 24
Christmas Day	December 25

If a Legal Holiday falls on Saturday, it will be observed on the preceding Friday. If a Legal Holiday falls on Sunday, it will be observed on the following Monday.

- 8.25 **Survivability of Obligations.** All provisions of the Contract that impose continuing obligations on the parties, including but not limited to the warranty, indemnity, and confidentiality obligations of the parties, shall survive the expiration or termination of the Contract.
- 8.26 **Non-Suspension or Debarment Certification.** The City is prohibited from contracting with or making prime or sub-awards to parties that are suspended or debarred or whose principals are suspended or debarred from Federal, State, or City of Austin Contracts. By accepting a contract with the City, the Contractor certifies that its firm and its principals are not currently suspended or debarred from doing business with the Federal Government, as indicated by the Exclusions records at SAM.gov, the State of Texas, or the City of Austin.

In witness whereof, the parties have caused duly authorized representatives to execute this Contract on the dates set forth below.

**GOODWILL INDUSTRIES OF CENTRAL TEXAS, INC.**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

*Printed Name*

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**CITY OF AUSTIN**

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

**PURCHASING OFFICE**

Date: \_\_\_\_\_

## **EXHIBITS**

### **Exhibit A – Program Forms**

- A.1** Program Work Statement
- A.2** Program Performance Measures
- A.3** Client Eligibility Requirements

### **Exhibit B – Program Budget Forms**

- B.1** Program Budget and Narrative
- B.2** Program Subcontractors

### **Exhibit C – Equal Employment/Fair Housing Office/Non-Discrimination Certification**



## ***Program Work Statement***

*Contract Start Date*

9/1/2015

*Contract End Date*9/30/2018

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### ***Program Goals And Objectives***

Goodwill will address the primary self-sufficiency goal of Transition out of Poverty by increasing employment opportunities for disadvantaged persons to further self-reliance. The secondary self-sufficiency goal that will be addressed is Universal Support Services—counseling, education, and other support services that facilitate the ability to secure and maintain work. Collaborators Austin Community College and Capital Area Counseling will offer educational and mental health services to maximize the potential for employment success.

The primary Life Continuum category is Adults and Families. The Ready to Work Collaborative will improve the quality of life for low-income adults, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services facilitate placement and employment retention. Services include job readiness training, case management, skills training, mental health counseling, job placement and retention services.

Persons with Disabilities will increase their independence, dignity, housing stability, ability to meet basic needs, and self-reliance through employment through the Ready to Work Collaborative. The program will support jobseekers with disabilities with placement assistance, case management and connection with needed resources, job coaching, and counseling.

### ***Program Clients Served***

Goodwill's target population is people with barriers to employment who are living at or below 200% of Federal Poverty Income Guidelines (FPIG). Goodwill focuses on four populations within those income guidelines: people who are homeless or experiencing housing instability, people with disabilities, ex-offenders, and those lacking skills or education. The populations are Goodwill's identified organization priority populations, and the majority of the organization's current service population is composed of individuals within these groups.

More than half of the clients we will serve with these funds are anticipated to have a criminal history. Goodwill will leverage our established presence at the Travis County Correctional Complex, where many ex-offenders have participated in pre-release Job Readiness Training.

Goodwill maintains an electronic record of client eligibility, including initial and annual certifications, in the agency's Empowered Case Management (ECM) database as well as a hard copy file. Client files include initial and annual certifications, intake assessments and service plans, services provided to the client, demographics, employer/placement details, barriers, outcomes, and other relevant data.

Upon recertification for program eligibility, clients determined to have family/household income above 200% of FPIG, but equal to or less than 250% of FPIG, will be allowed to complete the services outlined in their current Individual Employment Plan as long as income does not rise above 250% of FPIG. No additional services or objectives may be added to the IEP after it is determined that the client is above 200% of FPIG. However, clients remaining under 250% of FPIG may be provided with post-employment follow-up services and employment incentives up to the maximum defined by the program. Clients determined to be above 250% of FPIG must be transferred to another funding source or released immediately at the time of determination.

### ***Program Services And Delivery***

The Ready to Work Collaborative will use the following strategies to generate lifelong connections to work:

- A comprehensive array of employment-related services supporting Central Texans to prepare for, secure, and maintain steady jobs.
  - A family-strengthening model serving multiple life continuums provides holistic, wraparound supports.
  - Client ease of access is maximized through co-located service provision embedded within other community nonprofits.
  - Utilizes key collaborators and partners to achieve ambitious goals and best meet need.
  - Provides individualized, highly-customized services that "meet clients where they are".
  - Leveraging Goodwill resources, including infrastructure, social enterprise model, robust community networks and partnerships. Resources include educational opportunities such as vocational education through the Goodwill Career Academy and The Excel Center, Goodwill's adult dropout recovery charter school, which will allow individuals up to age 50 to earn a high school diploma.
  - Focus not on only a job but a sustainable career—Goodwill's mission is to generate lifelong connections to work.
- Services include: Assessment/Intake, Case Management, Career Readiness Training, Job Placement, Occupational Skills Training, Job Coaching, Mental Health Counseling, Work Experience, Financial Literacy, and Job Retention. Goodwill will work with six (not directly funded) partners to implement Ready to Work: Agency/Entity/Target Client Population

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## Program Work Statement

**Contract Start Date** 9/1/2015 **Contract End Date** 9/30/2018

Foundation Communities Low-income permanent supportive housing  
Austin Resource Center for the Homeless Homeless shelter (males)  
Salvation Army Homeless services (women and families)  
SafePlace Families affected by domestic violence  
Austin/Travis County Integral Care People with disabilities

Each of these agencies will offer space and resources to the Ready to Work Collaborative to house a Goodwill Case Manager/Employment Specialist who will assist clients of the host agency with completing training and preparing for, securing, and maintaining employment.

Goodwill will collaborate with two subcontracted agencies to ensure the needs of clients are holistically addressed: Austin Community College (ACC), and Capital Area Counseling. Goodwill's community-based approach to service provision emphasizes easy access for our clients, many of whom have transportation, child care, or other barriers.

### Project activities:

**Assessment/Intake** Ensures that clients are linked to the most appropriate services to meet their needs depending on eligibility requirements, client location, etc. A dedicated Intake phone line streamlines client access.

**Case Management** Assists participants with connection to necessary community resources, as well as resolving potential barriers to employment. Goodwill Case Manager/Employment Specialists develop the Individual Service Plan, a comprehensive analysis of each individual's knowledge, skills, and abilities, and potential career interests.

**Career Readiness Training** Resume development, interviewing practice, career exploration, job seeking skills will prepare youth and adult participants for work. The Career Readiness Training (CRT) Boot Camp model was implemented in 2012 and includes modules on Career Guidance, Interviewing, Job Searching, Work Ethic, and Work Safety. As part of CRT, technology skills training will equip the client with marketable skills in computer applications such as Word, Excel, PowerPoint, email and internet. Career Readiness Training supports job retention by increasing client awareness of employer expectations such as appropriate attire, behavior, and communication styles.

**Job Placement** Leverages Goodwill's employer network, consisting of thousands of local businesses, to help clients secure work. The Ready to Work Collaborative budget includes an Employer Developer position, who will establish employer hiring relationships. Goodwill also works closely with local employers to develop training to fill unmet workforce needs.

**Occupational Skills Training** Skills training through the Goodwill Career Academy equips participants with a marketable credential in a demand industry. Currently available credentials include PC Technician, Certified Nursing Assistant, Certified Apartment Maintenance Technician, HVAC Technician, Accounting/Bookkeeping, Administrative Assistant, Machinist, and Commercial Driver's License (CDL). In the next two years, Goodwill anticipates adding additional credentials based on industry demand and skill sets required by specific employers.

**Job Coaching** One-on-one assistance offered to individuals who may require extra time and support to learn job duties, especially people with disabilities.

**Mental Health Counseling** Assists clients with addressing mental health issues that could affect employment. Capital Area Counseling has been providing low-cost, no-session limit psychotherapy for more than thirty years for adults, children, couples, and families. Issues addressed with Ready to Work clients through group and individual therapy will include depression, stress/anxiety, substance abuse treatment referral, trauma, and grief/loss.

**Financial Literacy** Case Managers assist clients with completing the FDIC MoneySmart curriculum which includes modules in budgeting, saving, using credit wisely, avoiding predatory lending practices. These are crucial skills necessary to learning how to manage newly-earned paychecks and increase the financial stability of the family.

**Job Retention** Includes counseling and support for staying on the job and planning career advancement and educational goals. Maximizes the potential for success by assisting clients with resolving issues that could adversely affect employment retention.

### Barriers that Goodwill expects to mitigate include:

- **Difficulty placing people with criminal histories:** Although Ready to Work has demonstrated success placing clients with criminal histories, this population still faces very limited employment options. This barrier will be addressed by working with participants to be able to effectively explain criminal histories, develop letters of explanation, and educate employers about available tax credits and bonding. Other Goodwill programs serving this population will be leveraged, including Fatherhood Works (funded by U.S. Health and Human Services) and Re-Integration Services for Ex-Offenders (RISE), funded by the U.S. Department of Labor.
- **Significant disabilities** may be a barrier for clients. For someone who may have never successfully held competitive

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## ***Program Work Statement***

*Contract Start Date*      9/1/2015      *Contract End Date*      9/30/2018

employment, placement will be challenging to obtain. For individuals with significant disabilities, accepting an entry-level position may not immediately result in raising the family out of poverty, but may be a very important milestone for that person. The individual can then build a work history, learn hard and soft skills, and be introduced to career options. For any client enrolled in the program, retention services will include planning for advancement and long-term career options, with a focus on professional growth. The proposed Bridge program, which is embedded within the Ready to Work Collaborative strategy, will provide the intensive support clients need to get connected to the Department of Assistive and Rehabilitative Services (DARS) and other service to support the long-term goal of attachment to work and, eventually, a career.

•Lack of education/marketable skills is also a significant barrier faced by many clients. This barrier will be addressed through the provision of the accessibility of Goodwill's charter school, and the collaboration with Austin Community College that will offer clients the opportunity to earn a marketable certification

### ***System for Collecting and Reporting Program Data***

Goodwill has used the sophisticated, cloud-based Empowered Case Management (ECM) database since 2012. A key success is ECM's robust database design that allows custom reports to be developed that can access any data field relevant to the client's success. An identified challenge is keeping up with constantly changing needs; Goodwill has an Information Technology staff member specifically dedicated to ECM updates, technical support, and database management. Each collaborator will be provided with a monthly report template, from which data will be reviewed and then entered by Goodwill staff into ECM on a weekly basis. Financial reports and reimbursement requests will also be submitted monthly. Project Coordinator will provide leadership and have reporting responsibilities.

### ***Performance Evaluation***

#### **•Performance evaluation:**

Goodwill uses ECM to generate daily, weekly, monthly, and annual reports, which are analyzed to ensure that program and service objectives are on track. Goals tracked by ECM are carried over to Goodwill's most critical performance management tool, our Balanced Scorecard (BSC) which is assessed by Goodwill's Board and leadership on a monthly basis. Goals are color-coded to indicate whether they have achieved target, have not achieved target, or are in danger of not meeting target. Goodwill also identifies and tracks progress on Forward Thinking Metrics (FTM) and an Outcomes Management Report (OMR). If any metrics are in danger of not being attained, a corrective action plan is implemented and results are reported back to the group by the responsible party.

### ***Quality Improvement***

#### **•Quality improvement:**

Program fidelity is ensured through strong reliance upon Goodwill's strategic plan, which outlines tenets of program design and the agency's long-term vision and action plan. Goodwill's highly-trained staff are familiar with all aspects of the program and complete refresher training on a regular basis. Goodwill's Empowered Case Management (ECM) client database also guides workflow controls to ensure systematic and consistent service delivery methodology. Services are client-driven—programs are developed based on local needs assessments and client feedback, and continuously improved based on input from focus groups and other feedback.

### ***Service Coordination with Other Agencies***

#### **•Service Cooperation with Other Agencies:**

The co-located service strategy proposed through the Ready to Work Collaborative maximizes the strengths of other agencies and minimizes service duplication. All of the proposed relationships are synergistic, capitalizing on the strengths of both agencies for the benefit of participants. Goodwill is also a member of the Best Single Source (BSS) Plus Collaborative. BSS Plus provides basic needs assistance which is critical for clients after a period of unemployment.

Goodwill currently has myriad formal and informal relationships with other agencies for mutual referrals and comprehensive services provision. Examples include Caritas, Safeplace, Foundation Communities, Austin/Travis County Integral Care, Any Baby Can, the Texas Department of Assistive and Rehabilitative Services, Travis County Correctional Complex at Del Valle, Capital Area Food Bank, Austin Transitional Center, Dress for Success, and Austin Freenet. Our relationships are client-driven, and as such, these relationships are continuously evolving to best meet client need.

Goodwill staff are experienced with assisting clients with connecting to mainstream resources and public benefits. These

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## ***Program Work Statement***

***Contract Start Date***      9/1/2015      ***Contract End Date***      9/30/2018

needs are identified in the Individual Service Plan, along with a strategy for meeting each need. These connections may include referral, assistance with obtaining, completing, and submitting applications for benefits, and follow-up to ensure the client's needs have been met. Goodwill staff also receive regular training (such as through 211 Texas) regarding the benefits and resources that may be available for clients.

### ***Service Collaboration with Other Agencies***

#### **•Service Collaboration with Other Agencies:**

Goodwill will collaborate with two subcontracted agencies to ensure the needs of clients are holistically addressed. Subcontracted collaborators include Austin Community College (ACC) and Capital Area Counseling. These relationships are necessary and appropriate for the strategies proposed—Capital Area Counseling will offer mental health counseling that will stabilize participants and increase their ability to maintain employment, and ACC will provide training and curriculum leading to certifications in demand industries.

### ***Community Planning Activities***

Goodwill has taken an active role in numerous community planning entities and events. These include the Ending Community Homelessness Coalition (ECHO) since 2005, the Austin/Travis County Re-Entry Roundtable since 2005, the Social Services Case Management Network (Goodwill sponsors trainings and have had staff serve as officers in recent years), the Ready by 21 Coalition (since 2005) and the Austin Mayor's Committee for People with Disabilities (AMCPD) for over a decade.

In 2014, Goodwill was accepted as a member of the Austin Community Advancement Network (CAN), a partnership of key governmental, non-profit, private and faith-based organizations which leverage mutual resources to collectively improve social, health, educational and economic opportunities for the Austin Community. Additionally in 2014, Goodwill's President Gerald L. Davis was elected to the Board of the Austin Chamber of Commerce.

Other related community planning activities of which Goodwill is a participant or a supporter include the Literacy Coalition, Restore Rundberg, Housing Authority of the City of Austin (HACA) Rosewood Choice Neighborhood Initiative, Alliance for Economic Inclusion and the Point in Time Homeless Count.



**Program Performance Measures**

		<i>Period</i>			<i>Contract Term</i>
		<i>1</i>	<i>2</i>	<i>3</i>	
	<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
	<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

		<i>Period</i>			<i>Contract Term **</i>
		<i>1</i>	<i>2*</i>	<i>3*</i>	
<b>Outputs</b>					
<i>ID</i>	<i>Output Measure Description</i>				
1	Total Number of Unduplicated Clients Served	285	276	276	837

		<i>Period</i>			<i>Contract Term **</i>
		<i>1</i>	<i>2*</i>	<i>3*</i>	
<b>Outcomes</b>					
<i>ID</i>	<i>Outcome Measure Description</i>				
	Number of individuals obtaining employment	191	185	185	561
2Ai	Number of individuals exiting the program	285	276	276	837
	Percent of individuals obtaining employment	67.02	67.03	67.03	67.03
	Number of individuals who complete an educational program that improves their knowledge	19	16	16	51
5A	Number of individuals participating in the educational program	28	24	24	76
	Percent of individuals who complete an educational program and demonstrate improved knowledge	67.86	66.67	66.67	67.11

\* Goal Served May Include Carry-Over From Previous Period

\*\* Goal Served Spans Contract Term / May Not Include Carry-Over / Clients Served Must Be < or = Sum of Periods)

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# **City of Austin Health and Human Services**

## **Social Service Contracts**

### **Client Eligibility Requirements**

**UNLESS OTHERWISE STATED IN THE CONTRACT WORK STATEMENT, THESE REQUIREMENTS APPLY TO ALL CLIENTS SERVED WITH CITY SOCIAL SERVICES FUNDING.**

#### **GENERAL**

- Eligibility requirements for clients served under grant contracts will be determined by the grantor.
- Agency must maintain a record of client eligibility (e.g. client file or electronic record) that includes documentation of:
  - Annual certification of client eligibility
  - Services provided to client
- Agency must recertify client when notified of a change in family circumstances (e.g. family income, residence, and/or family composition)
- Unless specified by Grant/Funding Source, re-certification of clients is required not less than once every 12 months (unless required earlier by a change in family circumstances)
- Homeless clients:
  - If the program eligibility requires homeless status, the residency requirements and income requirements do not apply
  - Homeless status must be documented by a signed (1) Homeless Eligibility Form or Homeless Self-Declaration Form and (2) entry into Homeless Management Information System (HMIS) database. These forms must be developed by the agency and be approved by the City contract manager.
- Other Client populations:
  - Clients in programs serving victims of violence are not subject to residency or income requirements
  - Eligibility exceptions for any other type of clients and/or documentation situations must be described in Contract Work Statement
- Date of receipt by agency must be indicated on all documentation in client file

#### **IDENTITY**

- Client must provide proof of identity in order to receive City-funded services, documented by:
  - A government –issued identification; or
  - A signed Self-Declaration of Identity supported by client residency documentation

#### **RESIDENCY**

- City-funded clients must be a resident of the City of Austin (Full Purpose Jurisdiction) and/or Travis County
  - Residence must be documented by proof of address that includes client name (e.g. City utility bill, lease, letter from landlord, etc.)
  - Residency eligibility must be verified by one or more of the following sources:
    - Austin GIS Jurisdictions Web Map (<http://www.austintexas.gov/gis/JurisdictionsWebMap/>)
    - Travis County Appraisal District website (<http://www.traviscad.org>)

# City of Austin Health and Human Services

## Social Service Contracts

### Client Eligibility Requirements

- U.S. Postal Service website (verification of County only) ([www.usps.com](http://www.usps.com))

#### **INCOME**

- Client intake form must reflect wages/income of all family members 18 years old or older living in the household
- Determination of Family Size:
  - ♦ For the purposes of determining eligibility for City-funded services, a family unit consists of:
    - A person living alone:
      - An adult living alone
      - A minor child living alone or with others who are not responsible for the child's support
    - Two or more persons living together who are wholly or partially responsible for the support of the other person/people:
      - Two persons in a domestic partnership, or legal or common-law marriage
      - One or both legal parents and minor children
      - One or both adult caretakers of minors and the caretaker(s)'s minor children. Note: a caretaker is one or both adults(s) who performs parental functions (provision of food, clothing, shelter, and supervision) for a minor.
- Family income must be 200% or less of current Federal Poverty Income Guidelines (FPIG) to be eligible for City-funded services; agency must update its FPIG categories when Federal figures change. Income inclusions and exclusions are based on Texas Administrative Code §5.19 and are as follows:

#### **(1) Included Income:**

- (A) Temporary Assistance for Needy Families (TANF);
- (B) Money, wages and salaries before any deductions;
- (C) Net receipts from non-farm or farm self-employment (receipts from a person's own business or from an owned or rented farm after deductions for business or farm expenses);
- (D) Regular payments from social security, including Social Security Disability Insurance (SSDI) and Supplemental Security Income (SSI);
- (E) Railroad retirement;
- (F) Unemployment compensation;
- (G) Strike benefits from union funds;
- (H) Worker's compensation;
- (I) Training stipends;
- (J) Alimony;
- (K) Military family allotments;
- (L) Private pensions;
- (M) Government employee pensions (including military retirement pay);
- (N) Regular insurance or annuity payments; and
- (O) Dividends, interest, net rental income, net royalties, periodic receipts from estates or trusts; and net gambling or lottery winnings.

#### **(2) Excluded Income:**

- (A) Capital gains; any assets drawn down as withdrawals from a bank;
- (B) The sale of property, a house, or a car;
- (C) One-time payments from a welfare agency to a family or person who is in temporary financial difficulty;

## **City of Austin Health and Human Services Social Service Contracts Client Eligibility Requirements**

- (D) Tax refunds, gifts, loans, and lump-sum inheritances;
- (E) One-time insurance payments or compensation for injury;
- (F) Non-cash benefits, such as the employer-paid or union-paid portion of health insurance or other employee fringe benefits;
- (G) Food or housing received in lieu of wages;
- (H) The value of food and fuel produced and consumed on farms;
- (I) The imputed value of rent from owner-occupied non-farm or farm housing;
- (J) Federal non-cash benefit programs as Medicare, Medicaid, Food Stamps, and school lunches;
- (K) Housing assistance and combat zone pay to the military;
- (L) Veterans (VA) Disability Payments;
- (M) College scholarships, Pell and other grant sources, assistantships, fellowships and work study, VA Education Benefits (GI Bill); and
- (N) Child support payments.

- Client income amounts must reflect *Gross Income*, before any deductions
- If any adult family member has no income, a Self-Declaration of No Income form is required for that individual
- Income documentation requirement:
  - ❖ Programs providing financial assistance to or on behalf of clients (including but not limited to rent, utilities, arrears, child care, tuition, occupational training): the client file must include primary eligibility sources; declaration of eligibility for another program (e.g., TANF, Free/Reduced/School Lunch Program) is not adequate documentation of eligibility
  - ❖ Programs which do not provide financial assistance to or on behalf of clients: the client file must include primary eligibility sources or a self-declaration of income form

**Any question about eligibility criteria not addressed here or for which the contractor needs clarification must be referred to the contractor's City contract manager. The City has final authority to declare an individual eligible or not eligible for City-funded services based on the criteria in this document.**



**Program Budget and Narrative**

	<i>1</i>	<i>Period 2</i>	<i>3</i>	<i>Contract Start Contract End</i>	<i>9/1/2015 9/30/2018</i>
<i>Period Start Date</i>	<b>9/1/2015</b>	<b>10/1/2016</b>	<b>10/1/2017</b>		
<i>Period End Date</i>	<b>9/30/2016</b>	<b>9/30/2017</b>	<b>9/30/2018</b>		<b>Total</b>
<i>Salary plus Benefits</i>	\$503,569.00	\$520,495.00	\$520,495.00		\$1,544,559.00
<i>General Operations Expenses</i>	\$47,200.00	\$38,274.00	\$38,274.00		\$123,748.00
<i>Program Subcontractors</i>	\$47,500.00	\$47,500.00	\$47,500.00		\$142,500.00
<i>Staff Travel</i>	\$0.00	\$0.00	\$0.00		\$0.00
<i>Conferences</i>	\$0.00	\$0.00	\$0.00		\$0.00
<i>Operations SubTotal</i>	\$94,700.00	\$85,774.00	\$85,774.00		\$266,248.00
<i>Food and Beverages for Clients</i>	\$0.00	\$0.00	\$0.00		\$0.00
<i>Financial Direct Assistance to Clients</i>	\$77,700.00	\$77,700.00	\$77,700.00		\$233,100.00
<i>Other Assistance Amount</i>	\$22,690.00	\$14,690.00	\$14,690.00		\$52,070.00
<i>Direct Assistance SubTotal</i>	\$100,390.00	\$92,390.00	\$92,390.00		\$285,170.00
<i>Capital Outlay Amount</i>	\$0.00	\$0.00	\$0.00		\$0.00
<i>Total</i>	\$698,659.00	\$698,659.00	\$698,659.00		\$2,095,977.00
<i>Total Period Percentage</i>	33.33	33.33	33.33		

## **Program Budget and Narrative**

### **Detailed Budget Narrative**

<i>Salaries plus Benefits</i>	<i>Salaries for 9.05 FTEs including Placement Specialist II/III, Bridge Placement Specialist II, Program Coordinator/Grant Manager, Job Readiness Trainer, WDS Intake Specialist, WDS Job Readiness Trainer, Quality Assurance/Eligibility Specialist, Grant Accountant. Benefits include Leave, Medical, FICA, Workman's Comp/Life/Disability, 403b match.</i>
<i>General Op Expenses</i>	<i>Includes Telephones, Utilities, Printing, Postage, Staff Travel WITHIN Travis County, General Office Supplies and Equipment, Employment Verification, General Insurance, Audit Fees, Drug Screens and Laptop Computers for 9 FTEs, Rent (North-Goodwill Community Center, South-Goodwill Resource Center, Central-Goodwill Career Academy)</i>
<i>Program Subcontractors</i>	<i>Subcontractors include Austin Community College and Capital Area Counseling.</i>
<i>Staff Travel</i>	
<i>Conferences</i>	
<i>Food and Beverage</i>	
<i>Financial Assistance</i>	<i>Includes Support Services: Distributed based on clients immediate needs that are vital in order to obtain and maintain employment. This includes but is not limited to transportation, books/supplies, work clothing, work supplies, interview clothing and work tools.</i>  <i>Incentives: Connected to Individual Service plans for GED/Credential, Goal Attainment, Job Placement, Job Promotion, Job Retention, Post Sec. Education and Completion of Job Readiness Boot Camp.</i>
<i>Other Assistance</i>	<i>Occupational Training: PC Technician, CNA, Maintenance Technician, Accounting and Bookkeeping, HVAC, Electrical, Apartment Maintenance etc.</i>
<i>Capital Outlay</i>	

**Program Subcontractors**

	<i>Period</i>			<i>Contract Term</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subcontractor's Information****Name**

Capital Area Counseling

<i>Unduplicated Count</i>	50	50	50	150
<i>Amount</i>	\$7,500.00	\$7,500.00	\$7,500.00	\$22,500.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Mental health counseling services: including group and individual counseling for Depression, Stress and Anxiety, Trauma and Grief and Loss.



**Program Subcontractors**

	<i>Period</i>			<i>Contract Term</i>
	<i>1</i>	<i>2</i>	<i>3</i>	
<i>Start Date</i>	10/1/2015	10/1/2016	10/1/2017	9/1/2015
<i>End Date</i>	9/30/2016	9/30/2017	9/30/2018	9/30/2018

**Subcontractor's Information****Name**

Austin Community College - Continuing Education

<b>Unduplicated Count</b>	18	18	18	54
<b>Amount</b>	\$40,000.00	\$40,000.00	\$40,000.00	\$120,000.00

**Length of Term***Start Date* 10/1/2015*End Date* 9/30/2018**Services to be subcontracted**

Services include enrollment into occupational training (i.e. PC Tech, CNA, Accounting/Bookkeeping etc.), exam fees and books.

**City of Austin, Texas  
EQUAL EMPLOYMENT/FAIR HOUSING OFFICE  
NON-DISCRIMINATION CERTIFICATION**

**City of Austin, Texas  
Human Rights Commission**

To: City of Austin, Texas, ("OWNER")

I hereby certify that our firm conforms to the Code of the City of Austin, Section 5-4-2 as reiterated below:  
Chapter 5-4. Discrimination in Employment by City Contractors.

**Sec. 4-2 Discriminatory Employment Practices Prohibited.** As an Equal Employment Opportunity (EEO) employer, the Contractor will conduct its personnel activities in accordance with established federal, state and local EEO laws and regulations and agrees:

- (B) (1) Not to engage in any discriminatory employment practice defined in this chapter.
- (2) To take affirmative action to ensure that applicants are employed, and that employees are treated during employment, without discrimination being practiced against them as defined in this chapter. Such affirmative action shall include, but not be limited to: all aspects of employment, including hiring, placement, upgrading, transfer, demotion, recruitment, recruitment advertising; selection for training and apprenticeship, rates of pay or other form of compensation, and layoff or termination.
- (3) To post in conspicuous places, available to employees and applicants for employment, notices to be provided by OWNER setting forth the provisions of this chapter.
- (4) To state in all solicitations or advertisements for employees placed by or on behalf of the Contractor, that all qualified applicants will receive consideration for employment without regard to race, creed, color, religion, national origin, sexual orientation, gender identity, disability, veteran status, sex or age.
- (5) To obtain a written statement from any labor union or labor organization furnishing labor or service to Contractors in which said union or organization has agreed not to engage in any discriminatory employment practices as defined in this chapter and to take affirmative action to implement policies and provisions of this chapter.
- (6) To cooperate fully with OWNER's Human Rights Commission in connection with any investigation or conciliation effort of said Human Rights Commission to ensure that the purpose of the provisions against discriminatory employment practices are being carried out.
- (7) To require compliance with provisions of this chapter by all subcontractors having fifteen or more employees who hold any subcontract providing for the expenditure of \$2,000 or more in connection with any contract with OWNER subject to the terms of this chapter.

For the purposes of this Offer and any resulting Contract, Contractor adopts the provisions of the City's Minimum Standard Nondiscrimination Policy set forth below.

**City of Austin  
Minimum Standard Non-Discrimination in Employment Policy:**

*As an Equal Employment Opportunity (EEO) employer, the Contractor will conduct its personnel activities in accordance with established federal, state and local EEO laws and regulations.*

*The Contractor will not discriminate against any applicant or employee based on race, creed, color, national origin, sex, age, religion, veteran status, gender identity, disability, or sexual orientation. This policy covers all aspects of employment, including hiring, placement, upgrading, transfer, demotion, recruitment, recruitment advertising, selection for training and apprenticeship, rates of pay or other forms of compensation, and layoff or termination.*

*Further, employees who experience discrimination, sexual harassment, or another form of harassment should immediately report it to their supervisor. If this is not a suitable avenue for*

addressing their complaint, employees are advised to contact another member of management or their human resources representative. No employee shall be discriminated against, harassed, intimidated, nor suffer any reprisal as a result of reporting a violation of this policy. Furthermore, any employee, supervisor, or manager who becomes aware of any such discrimination or harassment should immediately report it to executive management or the human resources office to ensure that such conduct does not continue.

Contractor agrees that to the extent of any inconsistency, omission, or conflict with its current non-discrimination employment policy, the Contractor has expressly adopted the provisions of the City's Minimum Non-Discrimination Policy contained in Section 5-4-2 of the City Code and set forth above, as the Contractor's Non-Discrimination Policy or as an amendment to such Policy and such provisions are intended to not only supplement the Contractor's policy, but will also supersede the Contractor's policy to the extent of any conflict.

UPON CONTRACT AWARD, THE CONTRACTOR SHALL PROVIDE A COPY TO THE CITY OF THE CONTRACTOR'S NON-DISCRIMINATION POLICY ON COMPANY LETTERHEAD, WHICH CONFORMS IN FORM, SCOPE, AND CONTENT TO THE CITY'S MINIMUM NON-DISCRIMINATION POLICY, AS SET FORTH HEREIN, OR THIS NON-DISCRIMINATION POLICY, WHICH HAS BEEN ADOPTED BY THE CONTRACTOR FOR ALL PURPOSES (THE FORM OF WHICH HAS BEEN APPROVED BY THE CITY'S EQUAL EMPLOYMENT/FAIR HOUSING OFFICE), WILL BE CONSIDERED THE CONTRACTOR'S NON-DISCRIMINATION POLICY WITHOUT THE REQUIREMENT OF A SEPARATE SUBMITTAL.

**Sanctions:**

Our firm understands that non-compliance with Chapter 5-4 may result in sanctions, including termination of the contract and suspension or debarment from participation in future City contracts until deemed compliant with the requirements of Chapter 5-4.

**Term:**

The Contractor agrees that this Section 0800 Non-Discrimination Certificate or the Contractor's separate conforming policy, which the Contractor has executed and filed with the Owner, will remain in force and effect for one year from the date of filing. The Contractor further agrees that, in consideration of the receipt of continued Contract payments, the Contractor's Non-Discrimination Policy will automatically renew from year-to-year for the term of the underlying Contract.

Dated this 15<sup>th</sup> day of JUNE, 2015

CONTRACTOR

Authorized  
Signature

Title

*Goodwill Industries of Central Texas*  
*Gerald L. Davis*  
*President and CEO*

**CITY OF AUSTIN  
PURCHASING OFFICE  
SUPPLEMENTAL PURCHASE PROVISIONS**

The following Supplemental Purchasing Provisions apply to this solicitation:

**1. EXPLANATIONS OR CLARIFICATIONS:** (reference paragraph 5 in Section 0200)

All requests for explanations or clarifications must be submitted in writing to [CityHSRFA2014@austintexas.gov](mailto:CityHSRFA2014@austintexas.gov) by 4 PM on April 11<sup>th</sup>, 2014. Questions not submitted to the email address above or after the deadline will not be addressed. Questions and Answers will be available at the following link: <http://austintexas.gov/article/social-services-solicitation>

**2. INSURANCE:** Insurance is required for this solicitation.

**Contractor shall have, and shall require all Subcontractors of every tier providing services under this Contract to have,** Standard Insurance meeting the General Requirements as set forth below and sufficient to cover the needs of Contractor and/or Subcontractor pursuant to applicable generally accepted business standards. Depending on services provided by Contractor and/or Subcontractor(s), Supplemental Insurance Requirements or Alternate Insurance Options shall be imposed as follows:

**I. General Requirements Applicable to All Contractors' Insurance.**

The following requirements (A-J) apply to the **Contractor and to Subcontractor(s) of every tier** performing services or activities pursuant to the terms of this Contract. Contractor acknowledges and agrees to the following concerning insurance requirements applicable to Contractor and Contractor's Subcontractor(s):

- A. The minimum types and limits of insurance indicated below shall be maintained throughout the duration of the Contract.
- B. Insurance shall be written by companies licensed in the State of Texas with an A.M. Best rating of B+ VII or higher.
- C. Prior to commencing work under this Contract, the required insurance shall be in force as evidenced by a Certificate of Insurance issued by the writing agent or carrier. A copy of the Certificate of Insurance shall be forwarded to the Human Services Administration Unit upon request. Execution of this Contract will not occur until such evidence of insurance has been provided and accepted by the City.
- D. Certificates of Insurance shall include the endorsements outlined below and shall be submitted to the Human Services Administration Unit. The Certificate(s) shall show the City of Austin Contract number and all endorsements by number.
- E. Insurance required under this Contract which names City of Austin as Additional Insured shall be considered primary for all claims.
- F. Insurance limits shown below may be written as primary or structured using primary and excess or umbrella coverage that follows the form of the primary policy.
- G. City shall be entitled, upon its request and without expense, to receive certified copies of policies and endorsements.
- H. City reserves the right to review insurance requirements during any term of the Contract and to require that Contractor make reasonable adjustments when the scope of services has been expanded.
- I. Contractor shall not allow any insurance to be cancelled or lapse during any term of this Contract. Contractor shall not permit the minimum limits of coverage to erode or otherwise be reduced. Contractor shall be responsible for all premiums, deductibles and self-insured retention. All deductibles and self-insured retention shall be shown on the Certificates of Insurance.
- J. Insurance coverages specified in this Contract are not intended and will not be interpreted to limit the responsibility or liability of the Contractor or Subcontractor(s).



**CITY OF AUSTIN  
PURCHASING OFFICE  
SUPPLEMENTAL PURCHASE PROVISIONS**

- K. The City will accept endorsements providing equivalent coverage if the insurance carrier does not use the specific endorsements indicated below.

**II. Specific Requirements**

The following requirements (II.A - II.G, inclusive) apply to the **Contractor and to Subcontractor(s) of every tier** performing services or activities pursuant to the terms of this Contract. Contractor acknowledges and agrees to the following concerning insurance requirements applicable to Contractor and Contractor's Subcontractor(s):

**A. Workers' Compensation and Employers' Liability Insurance**

1. Coverage shall be consistent with statutory benefits outlined in the Texas Workers' Compensation Act.
2. Employers' Liability limits are
  - \$100,000 bodily injury each accident
  - \$100,000 bodily injury by disease
  - \$500,000 policy limit
3. Policies under this Section shall apply to State of Texas and include the following endorsements in favor of City of Austin:
  - a. Waiver of Subrogation (Form 420304)
  - b. Thirty (30) day Notice of Cancellation (Form 420601)

**B. Commercial General Liability Insurance**

1. Minimum limits:
  - \$500,000\* combined single limit per occurrence for coverage A and B.
  - \*Supplemental Insurance Requirement
  - If eldercare, childcare, or housing for clients is provided, the required limits shall be:
    - \$1,000,000 per occurrence
2. The Policy shall contain or be endorsed as follows:
  - a. Blanket Contractual liability for this Contract
  - b. Products and Completed Operations
  - c. Independent Contractor Coverage
3. The Policy shall also include the following endorsements or endorsements providing equivalent coverage in favor of City of Austin:
  - a. Waiver of Subrogation (Form CG 2404)
  - b. Thirty (30) day Notice of Cancellation (Form CG 0205)
  - c. City of Austin named as additional insured (Form CG 2010)
4. If care of a child is provided outside the presence of a legal guardian or parent, the Contractor shall provide coverage for sexual abuse and molestation for a minimum limit of \$500,000 per occurrence.
  - The policy shall be endorsed to cover injury to a child while the child is in the care of the Contractor or Subcontractor.

**C. Business Automobile Liability Insurance**

1. Minimum limits:

**CITY OF AUSTIN  
PURCHASING OFFICE  
SUPPLEMENTAL PURCHASE PROVISIONS**

\$500,000 combined single limit per occurrence

- a. If any form of transportation for clients is provided, coverage for all owned, non-owned, and hired vehicles shall be maintained with a combined single limit of \$1,000,000 per occurrence.
2. The Policy shall also include the following endorsements or endorsements providing equivalent coverage in favor of City of Austin:
  - a. Waiver of Subrogation (Form CA 0444)
  - b. Thirty (30) day Notice of Cancellation (Form CA 0244)
  - c. City of Austin named as additional insured (Form CA 2048)

**D. Professional Liability Insurance**

Coverage shall be provided with a minimum limit of \$1,000,000 per claim to cover negligent acts, errors, or omissions arising out of Professional Services under this Contract.

**E. Blanket Crime Policy Insurance**

A Blanket Crime Policy **providing coverage for employee dishonesty** shall be required with limits equal to or greater than the sum of all Contract Funds allocated by the City. Acceptance of alternative limits shall be approved by the HHSD Director.

**F. Directors and Officers Insurance**

Directors and Officers Insurance with a minimum of not less than \$1,000,000 per claim shall be in place for protection from claims arising out of negligent acts, errors or omissions for directors and officers while acting in their capacities as such. If coverage is underwritten on a claims-made basis, the retroactive date shall be coincident with or prior to the date of the Agreement and the certificate of insurance shall state that the coverage is claims made and the retroactive date. The coverage shall be continuous for the duration of the Agreement and for not less than twenty-four (24) months following the end of the Agreement. Coverage, including renewals, shall have the same retroactive date as the original policy applicable to the Agreement or evidence of prior acts or an extended reporting period acceptable to the City may be provided. The Contractor shall, on at least an annual basis, provide the City with a certificate of insurance as evidence of such insurance.

**G. Property Insurance**

If the Contract provides funding for the purchase of property or equipment the Contractor shall provide evidence of all risk property insurance for a value equivalent to the replacement cost of the property or equipment.

- H. Commercial Crime Insurance** for all losses emanating from the handling of checks or cash including but not limited to losses resulting from dishonest or criminal acts, fraud, embezzlement, forgery, misappropriation or loss of funds and errors in the processing or reporting of funds. This policy shall be written for a minimum limit of the sum total dollar amount of City contracts for social services.

- III. Endorsements:** The specific insurance coverage endorsements specified above, or their equivalents must be provided. In the event that endorsements, which are the equivalent of the required coverage, are proposed to be substituted for the required coverage, copies of the equivalent endorsements must be provided for the City's review and approval.

**3. TERM OF CONTRACT:**

- A. The Contract shall be in effect for an initial term of 36 months and may be extended thereafter for up to 3 additional 12 month periods, subject to the approval of the Contractor and the City Purchasing Officer or his designee.

**CITY OF AUSTIN  
PURCHASING OFFICE  
SUPPLEMENTAL PURCHASE PROVISIONS**

- B. Upon expiration of the initial term or period of extension, the Contractor agrees to hold over under the terms and conditions of this agreement for such a period of time as is reasonably necessary to re-solicit and/or complete the project (not to exceed 180 days unless mutually agreed on in writing).
- C. Upon written notice to the Contractor from the City's Purchasing Officer or his designee and acceptance of the Contractor, the term of this contract shall be extended on the same terms and conditions for an additional period as indicated in paragraph A above.
- D. Prices are firm and fixed for the first 12 months. Thereafter, price changes are subject to the Economic Price Adjustment provisions of this Contract.

**4. RECYCLED PRODUCTS:**

- A. The City prefers that Offerors offer products that contain recycled materials. When a recycled product is offered by the Offeror, the Offeror must state in their Offer the percentage of the product that is recycled and must include a list of the recycled materials that are contained in the product.
- B. The recycled content of paper products offered to the City shall be in accordance with the Federal Environmental Protection Agency's Recycled Product Procurement Guidelines. These guidelines are available at <http://www.epa.gov/cpg/>.

**5. INTERLOCAL PURCHASING AGREEMENTS:** (applicable to competitively procured goods/services contracts).

- A. The City has entered into Interlocal Purchasing Agreements with other governmental entities, pursuant to the Interlocal Cooperation Act, Chapter 791 of the Texas Government Code. The Contractor agrees to offer the same prices and terms and conditions to other eligible governmental agencies that have an interlocal agreement with the City.
- B. The City does not accept any responsibility or liability for the purchases by other governmental agencies through an interlocal cooperative agreement.

**7. OWNERSHIP AND USE OF DELIVERABLES:** The City shall own all rights, titles, and interests throughout the world in and to the Deliverables.

- A. **Patents:** As to any patentable subject matter contained in the Deliverables, the Contractor agrees to disclose such patentable subject matter to the City. Further, if requested by the City, the Contractor agrees to assign and, if necessary, cause each of its employees to assign the entire right, title, and interest to specific inventions under such patentable subject matter to the City and to execute, acknowledge, and deliver and, if necessary, cause each of its employees to execute, acknowledge, and deliver an assignment of letters patent, in a form to be reasonably approved by the City, to the City upon request by the City.
- B. **Copyrights:** As to any Deliverable containing copyrighted subject matter, the Contractor agrees that upon their creation, such Deliverables shall be considered as work made-for-hire by the Contractor for the City and the City shall own all copyrights in and to such Deliverables, provided however, that nothing in this Paragraph 36 shall negate the City's sole or joint ownership of any such Deliverables arising by virtue of the City's sole or joint authorship of such Deliverables. Should by operation of law, such Deliverables not be considered work made-for-hire, the Contractor hereby assigns to the City (and agrees to cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver an assignment to the City of Austin) all worldwide right, title, and interest in and to such Deliverables. With respect to such work made-for-hire, the Contractor agrees to execute, acknowledge and deliver and cause each of its employees providing services to the City hereunder to execute, acknowledge, and deliver a work-for-hire agreement, in a form to be reasonably approved by the City, to the City upon delivery of such Deliverables to the City or at such other time as the City may request.

**CITY OF AUSTIN  
PURCHASING OFFICE  
SUPPLEMENTAL PURCHASE PROVISIONS**

- C. **Additional Assignments:** The Contractor further agrees to, and if applicable, cause each of its employees to execute, acknowledge, and deliver all applications, specifications, oaths, assignments, and all other instruments which the City might reasonably deem necessary in order to apply for and obtain copyright protection, mask work registration, trademark registration and/or protection, letters patent, or any similar rights in any and all countries and in order to assign and convey to the City, its successors, assigns, and nominees, the sole and exclusive right, title, and interest in and to the Deliverables. The Contractor's obligations to execute acknowledge, and deliver (or cause to be executed, acknowledged, and delivered) instruments or papers such as those described in this Paragraph 36 A., B., and C. shall continue after the termination of this Contract with respect to such Deliverables. In the event the City should not seek to obtain copyright protection, mask work registration or patent protection for any of the Deliverables, but should arise to keep the same secret, the Contractor agrees to treat the same as Confidential Information under the terms of Paragraph above.



**SCOPE OF WORK  
CITY OF AUSTIN  
2014 SELF-SUFFICIENCY CONTINUUM FOR SOCIAL SERVICES**

**1. INTRODUCTION**

The overall objective for this competitive solicitation is to establish contracts with community-based organizations for services that promote self-sufficiency across the Life Continuum in an amount approximately \$13,815,227 per 12-month period. The contracted services shall target people who are residents of Austin and/or Travis County with gross income at or below 200% of federal poverty guidelines, with exceptions to this eligibility requirement for services designed specifically for homeless individuals and families and services designed specifically for victims of sexual and domestic violence.

To that end, the City of Austin (City) seeks applications in response to this Request for Applications (RFA) from qualified providers (Applicants) with demonstrated experience in providing social services to children, youth, adults and families, and/or seniors and persons with disabilities with diverse needs along a self-sufficiency continuum. The City requests applications that address social services' self-sufficiency goals across the Life Continuum.

**1.1 Self-sufficiency Goals:**

- a. Safety Net/Infrastructure Services: Ensure that no person is without such basic necessities as food, clothing, health, shelter, and behavioral health care, or constitutionally-guaranteed legal rights
- b. Transition Out of Poverty: Ensure developmental, educational, employment and other special opportunities for disadvantaged persons to further self-reliance
- c. Problem Prevention: Deter the growth of problem conditions at the individual and community level through education, preventive physical and behavioral health programs, crime prevention and other preventive programs
- d. Universal Support Services: Provide family and societal support services in response to long-term issues such as poverty and new problems created by urbanization and technological advances. These include education, child care, counseling and assistance for the aging, youth, homeless, and unemployed, rehabilitation services and other support rehabilitation services
- e. Enrichment: Encourage personal development and community enrichment through cultural and educational programs

**1.2 Life Continuum Categories:**

- a. Early Childhood: Represents the critical developmental period from birth through 5 years old. It provides the continuum of care (prevention, intervention, and treatment) that nurtures children to their optimal development in all domains: physical, social, emotional, language, and intellectual. Early childhood services support the evidence that children's development is intertwined with their environments and relationships at home, at school, and in the community, and with the adults in those environments including parents/families, caregivers, teachers, and service providers.
- b. Youth: Focuses on the lives and needs of youth and adolescents, defined as individuals ages 6-21, by addressing areas of opportunity, out of school time, youth enrichment, and healthy development. Through the participation of these programs, youth are given the

**SCOPE OF WORK  
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tools to successfully transition through the educational continuum to employment; experience physical and emotional well-being; understand learning and training opportunities; and experience positive growth for themselves and their community.

- c. **Adults and Families:** Focuses on assisting adults and families with meeting their essential needs and improving or maintaining their quality of life by providing basic needs, housing and homeless services, behavioral health, workforce development and other social services.
- d. **Seniors & Persons with Disabilities:** With a rapidly growing number of seniors, defined as individuals of 55 years of age or older, and a significant population of people with disabilities, including both physical and mental disabilities, services to these individuals are intended to help them maintain dignity, independent living, housing stability, and to assist with basic needs.

Contracts entered into under this RFA are anticipated to be for an initial three-year period, beginning October 1, 2015, with three one-year renewal options for a total contract period not to exceed six (6) years. All contracts awarded through this solicitation will require authorization of the Austin City Council. The City Council has directed that final contract decisions be consistent with the goals of the Imagine Austin Comprehensive Plan and other community plans outlined in this solicitation.

## **2. BACKGROUND**

### A Focus on Self-Sufficiency Across the Life Continuum

In preparation for this RFA, the City engaged a broad range of stakeholders in community conversations and consulted various local, state, and federal action plans and reports. These efforts highlighted issue areas that promote self-sufficiency across the Life Continuum such as: 1) Basic Needs, 2) Behavioral Health, 3) Child and Youth Services, 4) Homeless Services, and 5) Workforce Development.

The following plans and reports identify significant needs in our community, gaps in services, and/or best practices for strategies that foster and support self-sufficiency for individuals and families. This is a partial list of the documents used and does not include all applicable plans and reports.

- a. *School Readiness Action Plan* (May 2012), UnitedWay
- b. *Priority Outcomes for Child and Youth Well-being*, (2012) Ready by 21 Coalition of Central Texas
- c. *Travis County Community Impact Report* (2012), Travis County HHS & VS
- d. *Hunger and Homelessness Survey* (Dec 2012), The U.S. Conference of Mayors
- e. *CAN Community Dashboard* (2012, 2013), Community Advancement Network
- f. *Permanent Supportive Housing Strategy* (September 2010), City of Austin & CSH
- g. *Home Health Quality Initiative* (April 2013), Centers for Medicare & Medicaid Services
- h. *10 Year Plan to End Homelessness* (2010), Ending Community Homelessness Coalition

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- i. *American Community Survey* (2012), U.S. Census Bureau – and the *Travis County Snapshot from the 2012 American Community Survey*, Travis County HHS & VS
- j. *SAMHSA's National Registry of Evidence-based Programs and Practices* (2013), The Substance Abuse and Mental Health Services Administration
- k. *Austin/Travis County Community Health Assessment* (2012), A/TCHHSD, Travis County HHS & VS, Central Health, St. David's Foundation, Seton Healthcare Family, UTHSC
- l. *Mayor's Mental Health Task Force Final Report* (2005), Austin/Travis County Behavioral Health Planning Partnership
- m. *Embracing an Age Diverse Austin: Mayor's Task Force on Aging Report and Recommendations* (2013), Mayor's Task Force on Aging
- n. *Imagine Austin* (2012), City of Austin

As the community's social and economic environment continues to change, the City will invest in social services that focus on promoting and sustaining self-sufficiency for targeted individuals and families across the Life Continuum.

### **3. PRINCIPAL OBJECTIVE & GOALS**

This RFA establishes an open and competitive process which encourages applications that are client-centered and employ evidence-based, research-based or promising practices that promote self-sufficiency across the Life Continuum. This RFA requires the service strategy/strategies proposed be consistent with one or more of the goals outlined below:

- a. Early Childhood:
  - 1. **READY FAMILIES GOALS:** Parents have a secure attachment to their infants and young children. Parents respond appropriately to their children's cues. Families provide stimulating learning experiences for their children prior to school entry. Families are financially stable.
  - 2. **READY SERVICES: EARLY CHILDHOOD EDUCATION GOALS:** Affordable, accessible early education services are available for all families. Available early education services are culturally relevant, healthful, engaging, rigorous, and are of sufficient quality to measurably impact school readiness outcomes.
  - 3. **READY SERVICES: PREVENTATIVE PRIMARY CARE & MENTAL HEALTH GOALS:** Children and family members are linked to preventative physical and mental health services and treatment as needed. Children with developmental delays are referred to appropriate services.
  - 4. **READY CHILDREN GOALS:** Low-income Travis County children ages 0–5 are happy, healthy and prepared for school success.  
*(School Readiness Action Plan)*
- b. Youth:
  - 1. Children, youth and young adults:

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- i. Are physically healthy
  - ii. Are physically safe
  - iii. Respect diversity and demonstrate empathy and pro-social behaviors
  - iv. Engage in community, school and/or extracurricular activities
  - v. Are aware of, appreciate and demonstrate behaviors of personal and social responsibility
  - vi. Have good mental health and are emotionally resilient
  - vii. Avoid risky behaviors
  - viii. Are academically successful
  - ix. Have awareness and positive attitudes about adult careers
  - x. Graduate from high school college- and/or career-ready and prepared for a Life of learning
  - xi. Successfully complete post-secondary education or training
  - xii. Are productive and equipped to reach financial self-sufficiency
- (Ready by 21)**

c. Adults and Families:

1. Basic Needs: Individuals and families have resources for the most fundamental aspects of daily living such as food, housing, utilities, safety and personal care. Basic needs services are often emergency or short-term services provided during/after a crisis or following a prolonged period of extremely limited resources. Typically these needs must be met before an individual or family has the capacity to transition out of poverty and into self-sufficiency.
2. Homeless & Housing Services: People at risk of becoming homeless, the situational homeless and the chronic homeless will be identified early and receive the assistance they need to maintain and receive appropriate housing (***Ending Community Homeless Coalition - ECHO***). People experiencing homelessness have access to a safe and secure environment where they are offered a variety of services, including case management, safe sleep, mental/physical supports, and resource information to address a variety of needs. Individuals and families who have experienced violence or abuse have access to trauma-informed emergency shelter, transitional and/or other housing and support services to stabilize, heal, and build self-sufficiency.
3. Behavioral Health: Austin/Travis County will be a community that promotes the mental and physical health of its residents and all persons of all cultures and all special populations will have access to prevention, intervention, treatment, and recovery support services of substance use disorders and mental illness (***Behavioral Health Planning Partnership***).
4. Workforce Development: Individuals are connected to jobs with good wages, benefits and career path opportunities to transition out of poverty and promote self-sufficiency. In many cases, for individuals to successfully transition into sustained employment, basic adult education and language acquisition services are required in addition to certifications and skills based instruction. Improve access to high quality adult education, including English as a Second Language, General Education Development, Adult Basic Education, computer literacy, financial literacy and health



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literacy to obtain literacy skills necessary for self-sufficiency (*Literacy Coalition of Central Texas*). Reduce disparities in education, employment and income (*Workforce Solutions Strategic Plan, Overarching Goals*).

d. Seniors & Persons with Disabilities:

1. Seniors:

- i. Provide a continuum of services and supports that help older adults “age in place/community” and avoid premature or unnecessary institutionalization (e.g., hospital, nursing homes, etc.)
- ii. Provide services that focus on the cognitive and mental/behavioral health of older adults such as late-life depression, anxiety, suicide prevention, substance abuse, and dementia.
- iii. Ensure access to meaningful opportunities for recreation and social engagement to avoid isolation, loneliness and depression.
- iv. Support family caregivers with services that promote their self-care, health and effectiveness (e.g., respite care, education, therapeutic counseling).
- v. Provide access to safe and affordable housing that allows older adults to age in place and have access to transportation options.

*(Mayor’s Task Force on Aging 2013)*

2. Persons with Disabilities:

- i. Provide a continuum of services and supports throughout the person’s Life to remain in community-based settings and avoid institutionalization (e.g., State Supported Living Center, prison, nursing homes, etc.).
- ii. Provide services and resources that support families and caregivers for the Life of the person with a disability (e.g., respite care, education, transitional services, etc.).
- iii. Provide access to affordable housing options that include accessible transportation opportunities to work, healthcare, shopping, education and play.
- iv. Provide opportunities for persons with disabilities to be employed in non-segregated, regular workplaces.
- v. Ensure access to meaningful day activities for adults with disabilities to avoid isolation, depression, and victimization

*(Intellectual and Developmental Disabilities Coalition; “Community Integration for People with Disabilities: Key Principles.”)*

**4. CONNECTION TO IMAGINE AUSTIN**

The Applicant shall indicate how the proposed strategy/strategies correspond to the Imagine Austin Comprehensive Plan vision statement and one or more of its core mission statements.

The Imagine Austin Comprehensive Plan vision statement states:

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**“Austin is a beacon of sustainability, social equity, and economic opportunity; where diversity and creativity are celebrated; where community needs and values are recognized; where leadership comes from its citizens, and where the necessities of life are affordable and accessible to all.”**

Imagine Austin’s core mission statements, as they relate to the City’s social service investments, are as follows:

**Austin is Livable:** All residents have a variety of urban, suburban, and semi-rural lifestyle choices with access to quality schools, libraries, parks and recreation, health and human services, and other outstanding public facilities and services.

- a. Austin’s diverse population is active and healthy, with access to locally-grown, nourishing foods and affordable healthcare

**Austin is Educated:** Austin provides everyone with an equal opportunity for the highest quality of education that allows them to fully develop their potential. Networks of community partnerships support our schools and ensure that our children receive the resources and services they need to thrive and learn.

- a. Our school campuses provide safe and stable environments enabling future success
- b. Every child in Austin has the chance to engage with other cultures, communities, and languages, providing pathways for healthy development and the critical thinking skills students need as future citizens of Austin and the world.

**Austin is Prosperous:** Austin’s prosperity exists because of the overall health, vitality, and sustainability of the city as a whole — including the skills, hard work, and qualities of our citizens, the stewardship of our natural resources, and developing conditions that foster both local businesses and large institutions.

- a. Equitable opportunities are accessible to all through quality education, training, and good jobs

**Austin Values and Respects its People:** Austin is its people. Our city is home to engaged, compassionate, creative, and independent thinking people, where diversity is a source of strength, and where we have the opportunity to fully participate and fulfill our potential. People across all parts of the city and of ages and income levels live in safe, stable neighborhoods with a variety of affordable and accessible homes with access to healthy food, economic opportunity, healthcare, education, and transportation

<http://assets.austintexas.gov/webiacpfullreduced.pdf>.

## 5. PROGRAM STRATEGIES & TARGET POPULATION

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The City is intentionally leaving program strategies and target population options open beyond the criteria listed in this section for the areas described above, allowing Applicants to propose solutions to maintain, improve, or promote self-sufficiency throughout the Life Continuum in an effective and successful manner for the target population identified. Applicants are encouraged to incorporate strategies that reflect evidence-based or promising practices and the proposed strategies shall be aligned with the Life Continuum goals outlined in Section 3 of this RFA.

The Applicant shall clearly identify the primary Life Continuum category addressed by their application. Any additional Life Continuum category/categories being addressed shall also be identified. Applicants may propose multiple strategies either within the same application or in separate applications as appropriate for their targeted population(s).

Applicants shall clearly identify the target population(s) they plan to serve. If applicable, Applicants shall describe how they will serve clients who have a criminal history.

The services the City will purchase will include the following characteristics:

- a. Are client-centered with a holistic approach
- b. Serves high-risk clients living at or below 200% of poverty with significant and/or multiple barriers to self-sufficiency and stability
- c. Are Integrated with the community to improve access to supportive services
- d. Links client and services to other City-funded or City-operated services

The Applicant shall also provide data to demonstrate the need for the strategy/strategies being proposed. Data should include but is not limited to:

- a. Target Population demographic/Census data
- b. Target Population unmet need(s)
- c. Applicant's trends in Target Population unmet need(s)
- d. Waiting list information (if applicable)
- e. Data from community databases, such as Homeless Management Information System, showing Target Population unmet need(s) (if applicable)

If the proposed strategies cut across the Life Continuum and or are collaborative/cooperative with other service providers, Applicants shall indicate how the proposed strategies will be implemented to successfully reach individuals in multiple Life Continuum categories and/or how the proposed collaborative/cooperative will successfully work together to maximize service delivery to the target populations. For the purposes of this RFA, the terms "collaborative" and "cooperative" are defined below:

- Collaborative: a consortium with a lead agency/fiscal agent and subcontractors
- Cooperative: a consortium with a lead agency working in partnership with one or more other agencies

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Applicants may submit one or more applications as a primary contractor and may choose to participate as a subcontractor or partner in another application.

**6. OUTCOMES & OUTPUTS**

One or more of the following high-level outcomes designed to demonstrate progress in self-sufficiency through the Life Continuum is required for all applications. Additional outcomes may also be proposed which show the connection to primary and secondary Life Continuum category/categories, if applicable.

1. Percent of households that maintain housing or transition into housing
2. Percent of individuals who maintain or increase income
3. Percent of individuals who make progress toward treatment plan goals
4. Percent of children and youth who progress to the next developmental or academic level
5. Percent of individuals who demonstrate improved life skills and/or knowledge

All applications shall also include the following high-level output. Additional outputs may also be proposed which show the connection to primary and secondary Life Continuum category/categories, if applicable.

1. Number of unduplicated clients served per 12-month contract period
2. Number of unduplicated clients served during the initial 36-month contract period

**7. ELIGIBILITY REQUIREMENTS**

The eligibility requirements for this RFA are outlined in Section 0620 – Client Eligibility Requirements. The City requires all awarded agencies to maintain a complete and current record of client eligibility throughout the entire contract period (e.g. client file or electronic record) that includes documentation of the elements listed in Section 0620.

Applicants may propose alternate eligibility criteria from the requirements in Section 0620 for the proposed target population(s). If applicable, Applicants shall clearly define the proposed alternate eligibility criteria.

Applicants shall describe how the City Client Eligibility Requirements (Section 0620) or the proposed alternate eligibility criteria will be documented for the target population(s) identified in the application.

**8. FUNDING INFORMATION**



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- a. \$13,815,227 is available per 12-month period for all Life Continuum categories for a total three-year amount of \$41,445,681 dependent upon Austin City Council approval.
  - 1. The following funding amounts are available for each Life Continuum category per 12-month period:
    - i. Early Childhood - \$949,416
    - ii. Youth - \$1,961,339
    - iii. Adults and Family - \$7,327,622
    - iv. Seniors and People with Disabilities - \$813,804
    - v. \$2,763,045 is available to be awarded in any Life Continuum category
- b. Applicants shall apply for at least \$50,000 per 12-month period.
- c. It is the City's intent to provide initial three-year contract with three (3) one-year renewal options, for a total contract period not to exceed six (6) years. The initial three-year contract funding period will be October 1, 2015, through September 30, 2018.
- d. The City of Austin reserves the right to adjust the contract amount or scope of work over the contract period based on community needs, applicant's ability to expend funds in a timely manner or any other factor. When the City determines adjustments need to be made, the City will provide at least 90-day notice to the contractor.

**9. ELIGIBLE APPLICANTS**

- a. Any nonprofit or governmental agency that can legally contract with the City (as verified by the City Purchasing Office).
  - 1. City policy does not permit entering into a contract with an entity that owes taxes to the City.
  - 2. The Applicant and its principals may not be currently suspended or debarred from doing business with the Federal Government, as indicated by the United States General Services Administration list of Parties Excluded from Federal Procurement and Non-Procurement Programs, the State of Texas, or the City of Austin.
- b. Applicants shall be able to meet the City's insurance requirements for social service contractors. See the insurance requirements in Section 0400 of the RFP.
- c. Applicant's two most recent consecutive audit years:
  - 1. Shall reflect an unqualified and/or unmodified audit opinion
  - 2. Shall not reflect a "Going Concern Uncertainty"
  - 3. Shall not reflect financial management issues unless Applicant can provide evidence that necessary changes have been implemented.
- d. Applicant's Board of Directors shall:
  - 1. Have specific terms delineated by a beginning and ending date
  - 2. Meet in person a minimum of three times per fiscal year
  - 3. Have a process to review program performance, approve budgets, review financial performance and approve audit reports.
- e. Within the last five years, the Applicant shall have a minimum of two years successful experience working with the proposed target populations and providing the proposed services to clients.

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All Applicants must submit the following documents in a sealed envelope in the same package as their application:

- a. Completed Application Threshold Checklist (Section 0610)
- b. Current Board of Directors by-laws
- c. Approved Board of Directors minutes during the previous fiscal year reflecting the Board has a documented process that:
  - a. reviews program performance
  - b. approves budgets
  - c. reviews financial performance
  - d. approves audit reports
- d. Copy of the most recently filed 990 or 990 EZ, or Extension to File documentation (no older than FY 2012)
- e. A complete set of audited financial statements which include the auditor's opinion and any management letters, covering the two most recent consecutive audit years

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**APPLICATION SUBMISSION REQUIREMENTS**

The Applicant must submit its response in two **SEPARATE** sealed envelopes.

**ENVELOPE #1 – THRESHOLD REVIEW**

This sealed envelope must contain the following:

1. **Application Threshold Checklist – Section 0610**
2. Required Attachments

The envelope should be labeled:      THRESHOLD REVIEW CHECKLIST  
[NAME OF AGENCY]  
[NAME OF PROPOSED PROGRAM]

**ENVELOPE #2 – APPLICATION DOCUMENTS**

This sealed envelope must contain the following:

***1 original and 6 CDs or flash drives each containing all the elements below:***

1. Executive Summary
2. Application
3. Attachments

The envelope should be labeled:      APPLICATION DOCUMENTS  
[NAME OF AGENCY]

**BOTH SETS OF ENVELOPES SHOULD BE SHIPPED IN A BOX (OR BOXES) WITH THE SOLICITATION NUMBER **EAD0116** CLEARLY MARKED ON THE OUTSIDE AND IDENTIFY WHICH ENVELOPE IS IN WHICH PACKAGE.**

**Executive Summary**

The Executive Summary cannot exceed two (2) pages using the Application Format guidelines listed below and must include:

1. A brief description of the Applicant

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2. A brief description of how the application will address the primary self-sufficiency goal and Life Continuum category identified
3. A brief description of any additional self-sufficiency goals and/or Life Continuum categories addressed
4. A brief description of the need of the target population(s) for the strategy/strategies being proposed
5. A brief summary of the proposed program strategy/strategies
6. The amount of funding requested
7. A statement of the Applicant's compliance with all applicable rules and regulations of Federal, State and Local governing entities is required. The Applicant must state compliance with all terms of this Request for Application (RFA).

### **Application Evaluation**

An application must address each item in Parts I, II, & III, outlined below, in order to be considered responsive to the goals of this RFA. Part IV is optional and is not required in order for an application to be considered responsive to the goals of this RFA. A total of 100 points may be awarded to the application in Parts I, II, & III below with an additional 25 bonus points available in Part IV for a potential of 125 total evaluation points. The maximum score per section is noted at the beginning of each section. All responses will be evaluated as to how the proposed program aligns with the goals of this RFA and whether each required response to the evaluation factors has been adequately addressed.

### **Application Format**

The Applicant must use size 12 Times New Roman font. An original Application must be printed double-spaced on single-sided 8½ x 11 inch plain white paper with 1" margins and no Page Scaling. Do not submit booklets, pamphlets, or other bulky items. Do not use covers, card stock, staples, binders, notebooks, or dividers with tabs. Fasten the proposal with binder clips only.

An application cannot exceed **25 (twenty-five) pages**, excluding executive summary, table of contents, signed certifications, budget forms, MOUs, logic models, resumes, job descriptions or other required attachments outlined in the sections below. An **additional 5 (five) pages** is allowed if an application responds to any or all of the items in Part IV of this RFA.

The actual application itself should be organized and labeled using the following



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informational sequence:

**Part I – Program Overview and Strategy**

**Total points: 70**

**A. Connection to the Self-Sufficiency Goals and Life Continuum Categories**

Applicants must use Section 0615 – Connection to Self-Sufficiency Goals and Life Continuum Categories to identify the primary self-sufficiency goal and Life Continuum category the application addresses.

1. Provide information on how the application meets the primary self-sufficiency goal and Life Continuum category.
  - a. If additional self-sufficiency goals and Life Continuum categories are addressed, Applicants must use Section 0615 – Connection to Self-Sufficiency Goals and Life Continuum Categories to identify the secondary self-sufficiency goal(s) and Life Continuum category/categories the application addresses. Applicant must also provide information on how the application meets the additional self-sufficiency goal(s) and/or Life Continuum category/categories in Part IV – Bonus Evaluation Points, Section A – Connection to Additional Self-Sufficiency Goal(s) and Life Continuum Category(ies).

*For a detailed description of the Self-Sufficiency Goals and Life Continuum Categories, see Section 0500 – Scope of Work: Section 1 – Introduction, 1.1 & 1.2.*

**B. Target Population(s) for the Goal(s)**

1. Describe the target population(s) that will be served and if this population is similar to or different from your current service population.
  - a. If the target population(s) is similar to your current service population, please provide a description of your experience and success working with this population.
  - b. If the target population(s) is different from your current service population, describe the modifications and new strategies you will implement to serve the new target population(s).
2. Provide data and data source(s) to demonstrate the need of the target population(s) for the strategy/strategies being proposed. Data should include but are not limited to:
  - a. Target population demographic/Census data
  - b. Quantified target population unmet need(s)
  - c. Applicant's trends in target population unmet need(s)
  - d. Waiting list information (if applicable)
  - e. Data from community databases, such as Homeless Management Information System, showing target population unmet need(s) (if applicable)

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3. Describe the strategy/strategies that will be implemented to serve clients with a criminal history.
4. Describe how the Client Eligibility Requirements (Section 0620) will be documented for the target population(s) identified in the application.
  - a. If alternate eligibility criteria are being proposed, define the alternate eligibility criteria and provide justification about why the alternate eligibility criteria are appropriate for the proposed strategy/strategies. Also describe how the alternate eligibility criteria will be documented for the target population(s) identified in the application.
5. Describe how the agency will ensure all four of the following National Culturally and Linguistically Appropriate Services (CLAS) Standards in Health and Health Care (<http://minorityhealth.hhs.gov/templates/browse.aspx?lvl=2&lvlID=15>) are in place to ensure cultural and language differences are not a barrier to services.
  - a. Educate and train governance, leadership, and workforce in culturally and linguistically appropriate policies and practices on an ongoing basis.
  - b. Offer language assistance to individuals who have limited English proficiency and/or other communication needs, at no cost to them, to facilitate timely access to all health care and services.
  - c. Inform all individuals of the availability of language assistance services clearly and in their preferred language, verbally and in writing.
  - d. Ensure the competence of individuals providing language assistance, recognizing that the use of untrained individuals and/or minors as interpreters should be avoided.

*Agencies are encouraged to implement all 15 CLAS Standards listed on the website identified above.*

**C. Program Strategy to Accomplish the Goals**

1. Describe the program strategy/strategies.
2. Describe how the proposed strategy/strategies reflect evidence-based, research-based, or promising practices. Explain the rationale behind the program design. Include which level of evidence the program model falls in, according to the Section 0635 - Defining Evidence Guideline, and how this design meets the specific needs of the target population(s) identified in the application.
  - a. If the program falls in the category of evidence-based or research-based, provide a description of evidence used, including source(s), and method for ensuring program model fidelity. Provide a logic model for innovative approaches.
  - b. If the program falls into the category of “promising practice,” include (a) a logic model as an attachment to the application and (b) a brief plan for evaluation.
3. Describe how the program strategy/strategies align with one or more of the goals outlined in Section 0500 – Scope of Work: Section 3 – Principal Objective and Goals.

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4. Describe how the program strategy/strategies correspond to the Imagine Austin Comprehensive Plan vision statement and one or more of its core mission statements (Section 0500 – Scope of Work: Section 4 – Connection to Imagine Austin).
5. Describe any barriers and challenges the target population(s) may encounter accessing services and how these barriers and challenges will be mitigated.
6. If the proposed strategy/strategies reach individuals in multiple Life Continuum categories and/or are collaborative/cooperative with other service providers, describe how the proposed strategies will be implemented to successfully reach individuals in multiple Life Continuum categories and/or how the proposed collaborative/cooperative will successfully work together to maximize service delivery to the target populations.
7. Describe any barriers and challenges you may encounter implementing the proposed strategy/strategies and how you will overcome them.
8. Describe any subcontractor partnerships funded under this application and informal relationships with service providers not funded under this application. Describe how they are necessary and/or appropriate for the strategy/strategies proposed.
9. Describe the project activities.
10. *For Applicants proposing homelessness prevention and/or homeless intervention services:* Applicants will be required to adhere with the City of Austin Health and Human Services Department Homeless Housing Habitability Standards. Describe how your organization will comply with the requirements outlined in Section 0625 – Homeless Housing Habitability Standards.

**D. Performance Measures – Impact on the Goals**

Applicants must use Section 0640 – Program Performance Measures and Goals to indicate their specific Output and Outcome Measures.

1. Describe how the Applicant will calculate the required and any other proposed outputs and outcomes.

**Output Measures**

All applications must include the following high-level outputs:

1. Number of unduplicated clients served per 12-month contract period
2. Number of unduplicated clients served during the initial 36-month contract period

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Additional outputs may also be proposed which show the connection to primary and secondary Life Continuum category/categories, if applicable.

**Outcome Measures**

All applications must include one or more of the following high-level outcomes designed to demonstrate progress toward self-sufficiency through the Life Continuum:

1. Percent of households that maintain housing or transition into housing
2. Percent of individuals who maintain or increase income
3. Percent of individuals who make progress toward treatment plan goals
4. Percent of children and youth who progress to the next developmental or academic level
5. Percent of individuals who demonstrate improved life skills and/or knowledge

Additional outcomes may also be proposed which show the connection to primary and secondary Life Continuum category/categories, if applicable.

**E. Service Coordination**

1. Describe how the Applicant coordinates their services with services being provided by other agencies relevant to the proposed strategy/strategies in order to minimize duplication and maximize client access to services.
2. Describe how the Applicant coordinates with other agencies (i.e. to refer and receive clients, to provide comprehensive services, etc.). If you are not currently coordinating with other agencies, what is your plan for establishing coordination?
3. If applicable, attach any program Memoranda of Understanding (MOU) and explain how this arrangement improves service delivery to clients.
4. Describe how clients will be connected to mainstream resources/public benefits (Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, Medical Assistance Program, etc.) and/or other City-funded services in order to maximize self-sufficiency.
5. Describe any additional services, not included in this application, which will be provided to the target population and how they will access those services initially and over time.
6. *For Applicants proposing homelessness prevention and/or homeless intervention services:* Describe how your organization has participated in planning for the Coordinated Assessment initiative (<http://austinecho.org/the-solution/coordinated-assessment/> and [https://www.onecpd.info/resources/documents/Coordinated%20Assessment\\_3.20.12.pdf](https://www.onecpd.info/resources/documents/Coordinated%20Assessment_3.20.12.pdf)) and how your organization will coordinate and collaborate with this community initiative



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throughout the funding period.

**F. Community Planning Activities**

1. Describe Applicant's involvement in community planning activities that are specific to the services proposed in this application.
2. Describe Applicant's involvement in any other relevant community planning activities.

**G. Overall Evaluation Factors Regarding Applicant**

1. Describe the Applicant's experience within the last five (5) years managing relevant local, state, and/or federal contracts and include the contact information of the funder for the contract(s) identified, e.g., Funder Contract Manager's name, title, and phone number.
  - a. The Applicant must describe any relevant City of Austin Health and Human Services Department funding received within the last five (5) years.

*Attach all monitoring reports received within the previous 24 months of administering the relevant City of Austin Health and Human Services Department, other local, state, and/or federal contracts.*

2. Describe experience within the last five (5) years working with the target populations proposed in this Application.
3. Describe experience within the last five (5) years providing services identical and/or similar to those proposed in this application.

**H. Data Management and Program Evaluation**

1. Describe past successes and challenges with data management and reporting, including past experience utilizing an electronic data system.
2. Describe how data are used for identifying problems in strategies, service delivery and expenditures, steps to determine corrective actions, and how the Applicant will ensure corrective actions will be effective.
3. If applicable, describe the process used to collect data from collaborations/cooperatives in a timely manner.
4. *For Applicants proposing homelessness prevention and/or homeless intervention services:*

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Applicant will be required to utilize the Local Homeless Management Information System (HMIS) to track and report client information for individuals who are at risk of homelessness or who are homeless. Please explain how your organization will comply with the requirements outlined in Section 0630 – Homeless Management Information System (HMIS) Reporting Requirements.

**I. Staffing Plan**

1. Describe the overall staffing plan to accomplish activities including project leadership and reporting responsibilities. Provide justification which indicates the staffing plan is appropriate for the proposed strategy/strategies.
2. Using Section 0645 – Program Staff Positions and Time, list the project staff by title and the percentage of each position's time to be spent on the program.
3. Attach resumes or position descriptions for key staff to perform the described services and/or activities.

**Part II – Cost Effectiveness**

**Total points: 20**

Applicants are required to submit a budget of at least \$50,000 per 12-month period (a minimum of \$150,000 for the initial 36-month period) and provide the following information to describe the budget necessary to accomplish the proposed strategy/strategies.

The application will be evaluated on how well it addresses **all** of the following:

**A. Budget**

1. A summary description of the budget justification for the program strategy/strategies is required.
  - a. Applicants must use Section 0650 – Program Budget and Narrative to provide the required budget information. All expenses should be identifiable, reasonable, and necessary.
  - b. All subcontractors in this application who will receive City funds must be included in the program budget and the Applicant shall provide separate details for each subcontractor in the Program Subcontractors form located in Section 0650 – Program Budget and Narrative, page 3.
2. Describe the Applicant's fundraising and administrative percentage, calculated from its most recent Form 990. To do so, add the amount in Part IX (Statement of Functional

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Expenses), Line 25, Column C (Management and General Expenses) to the amount in Line 25, Column D (Fundraising Expenses), and divide the sum by Part VIII (Statement of Revenue), Line 12, Column A (Total Revenue), and multiply the result by 100. No other methods may be used to calculate this percentage.

For organizations that filed the short form (IRS Form 990EZ), utilize the long form (IRS Form 990) at <http://www.irs.gov/pub/irs-pdf/f990.pdf> (and instructions <http://www.irs.gov/pub/irs-pdf/i990.pdf>) to determine your fundraising and administrative percentage calculation. Your organization is not required to complete and resubmit the entire long form to the IRS, but must determine the calculation from the long form (IRS Form 990) parts identified above.

**B. Cost per Client**

1. Describe the average cost per City client served. In the description, detail the calculation used to derive the average cost.
2. If applicable, describe the average cost per client served from all funding sources. In the description, detail the calculation used to derive the average cost.
3. Describe the average cost per client achieving each of the performance measures proposed. In the description, detail the calculation used to derive the average cost.
4. Provide justification which indicates the proposed cost is appropriate for the proposed strategy/strategies.
5. Describe the return on investment/social impact the proposed strategy/strategies will make.

**C. Program Funding Summary**

1. Using Section 0655 – Program Funding Summary, provide an overview of all funding sources the Applicant will use for the proposed project.

**Part III – Local Business Presence**

**Total points: 10**

Local Business Presence: The City seeks opportunities for businesses in the Austin Corporate City Limits to participate on City contracts. A firm (Offeror or Subcontractor) is considered to have a Local Business Presence if the firm is headquartered in the Austin Corporate City Limits, or has a branch office located in the Austin Corporate City Limits in operation for the last five (5) years. The City defines headquarters as the administrative center where most of the

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important functions and full responsibility for managing and coordinating the business activities of the firm are located. The City defines branch office as a smaller, remotely located office that is separate from a firm's headquarters that offers the services requested and required under this solicitation. Points will be awarded through a combination of the Offeror's Local Business Presence and/or the Local Business Presence of their subcontractors.

1. Using Section 0605 – Local Business Presence Identification Form provide the information requested regarding the Applicant and Subcontractor(s), if applicable.

<b>Team's Local Business Presence</b>	<b>Points Awarded</b>
Local business presence of 90% to 100%	10
Local business presence of 75% to 89%	8
Local business presence of 50% to 74%	6
Local business presence of 25% to 49%	4
Local presence of between 1 and 24%	2
No local presence	0

**Part IV – Bonus Evaluation Points**

**Total points: 25**

**A. Collaborations/Connection to Additional Self-Sufficiency Goal(s) & Life Continuum Category(ies)**

**Maximum 10 points**

A maximum of 10 points will be awarded for Applicants who successfully propose a collaborative, as defined in this solicitation, and/or meets additional self-sufficiency goal(s) and/or Life Continuum category/categories. Applicants will be awarded up to the point values indicated below:

- **Collaboration:**
  - A maximum of 5 points will be awarded for Applicants who successfully demonstrate how the proposed collaborative will work together to maximize service delivery to the target populations **or**
  - A maximum of 10 points will be awarded for Applicants who successfully demonstrate how the proposed collaborative will work together to maximize service delivery to the target populations **and** successfully demonstrate how the application



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meets additional Self-Sufficiency Goal(s) **and/or** Life Continuum category/categories.

**OR**

- **Connection to Additional Self-Sufficiency Goal(s) & Life Continuum Category(ies):**
  - A maximum of 5 points will be awarded for Applicants who successfully demonstrate how the application meets additional Self-Sufficiency Goal(s) **or**
  - A maximum of 10 points will be awarded for Applicants who successfully demonstrate how the application meets additional Self-Sufficiency Goal(s) **and** Life Continuum category/categories.

Applicants must use Section 0615 – Connection to Self-Sufficiency Goals and Life Continuum Categories to indicate the secondary self-sufficiency goal(s) and Life Continuum category/categories their application addresses.

1. If applicable, describe how the proposed collaborative will successfully work together to maximize service delivery to the target population(s).
2. If applicable, provide information on how the application meets the additional self-sufficiency goal(s) and/or Life Continuum category/categories.

*For a detailed description of the Self-Sufficiency Goals and Life Continuum Categories, see Section 0500: Section 1 – Introduction, 1.1 & 1.2.*

**B. Leveraging**

**5 points**

For purposes of this solicitation, “leveraging” is specifically defined as follows.

- Leveraged funding is a situation where City funding for the proposed program is required by a third-party funder in order to retain the existing third-party program funding and/or obtain new third-party funding. Applicant must either:
  - currently receive third party funding that will no longer be received by the Applicant if it does not receive City funding for the program, or
  - Applicant has received a notice of funding award from a third-party funder that is contingent upon receiving City funding for the proposed program.In other words, leveraged funding is current and/or committed third-party funding that will be rescinded, reduced, or withdrawn if the Applicant does not receive an award for the proposed program through this City solicitation.
- Leveraged funding must be direct funding for the program proposed by the Applicant and not funding for Applicant’s other programs or solely for Applicant’s general operations.

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The following types of funding/donations ARE NOT considered “leveraging” under this solicitation and may not be included for consideration:

- Funding from non-City sources that does not specifically require City funding to be awarded to the Applicant for the proposed program.
- Funding and funding opportunities that are anticipated but for which the Applicant has not received a notice of funding/award.
- Any type of in-kind, non-cash revenue such as time, expertise, or commodities.
- Anticipated “Return on Investment” benefits for the Applicant or for the community as a whole.

For each leverage opportunity, provide the following information:

1. Identify the third party which requires that the Applicant receive City funding for the program in order to be awarded the third-party funds.
2. Provide the name of the grant, award, or program under which the third-party funds are/will be awarded to the Applicant, the term of the third-party funding, and the amount of third-party funding contingent upon receiving City funding under this solicitation.
3. Specify the date(s) during which the third party requires that the Applicant to receive City funding in order to be awarded the third-party funds.
4. Describe the quantified impact on the proposed program if the Applicant does not receive City funding under this solicitation.
5. Provide contract or other documentation that confirms the requirement of City funding in order to receive the third-party funding as an attachment to the application.

**C. Healthy Service Environment**

**Maximum 10 points**

A maximum of 10 points will be awarded for Applicants who create a healthy service environment for their clients, visitors, and staff. Applicants will be awarded the point values indicated below for having implemented or agreeing to implement prior to 10/01/15 any or all of the four (4) Healthy Service Environment policies with a maximum award of 10 points for all four (4) policies described below.

- Tobacco-free Campus (**3 points**) - Applicant has established and is enforcing a tobacco-free worksite policy and has developed initiatives and programming that promotes tobacco-free living. A tobacco-free campus policy states:

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- Use of tobacco products of any kind are not permitted on any property owned, leased, or rented by the organization (indoors and outdoors). This also includes parking areas and company cars. The policy applies to all employees, subcontractors, temporary workers and visitors.
  - **Mother-Friendly Workplace (3 points)** - Applicant actively promotes and supports breastfeeding by employees and maintains a written worksite lactation support policy that is regularly communicated to employees. The policy includes:
    - employer provides work schedule flexibility, including scheduling breaks and work patterns to provide time for expression of milk;
    - the provision of accessible locations allowing privacy;
    - access nearby to a clean, safe water source and a sink for washing hands and rinsing out any needed breast-pumping equipment; and
    - access to hygienic storage alternatives in the workplace for the mother's breast milk (may include the allowance of personal coolers onsite).
  - **Employee Wellness Initiative (3 points)** - The Applicant has a comprehensive Employee Wellness Initiative in place that promotes nutrition, physical activity, tobacco-free living, and the mental health of employees. The initiative encompasses healthy changes to the physical worksite environment as well as formal, written health promotion policies, programs or benefits impacting all employees. The initiative is promoted through educational and issue awareness efforts by the Applicant, signage and a supportive company culture, championed by leadership.
  - **Violence Prevention Policy (1 point)** - The Applicant is committed to providing a safe environment for working and conducting business. The Applicant will not tolerate or ignore behaviors that are threatening or violent in nature. The Applicant has a procedure to provide guidance for identifying and reporting threats and workplace violence.
1. If applicable, describe how the Applicant has implemented one or more of the Healthy Service Environment policies outlined above. Include the approved and signed policy/policies as an attachment to the application.
  2. If applicable, describe how the Applicant plans to implement one or more of the Healthy Service Environment policies outlined above. Include the key personnel, by position name only, responsible for ensuring implementation. Also, describe any technical assistance which will be provided to assist the Applicant to implement the selected policy/policies.

Technical assistance is available from the City of Austin Health and Human Services Department Chronic Disease Prevention and Control Program to assist Applicants in planning and implementing a Tobacco-free Campus policy, Mother-Friendly Workplace policy and Employee Wellness Initiative. They can be contacted at 512-972-6760.

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**Additional Information:**

**Proposal Acceptance Period:** All applications shall be valid until award, negotiation, and execution of contracts as directed by Austin City Council.

**Proprietary Information:** All material submitted to the City becomes public property and is subject to the Texas Open Records Act upon receipt. If a Proposer does not desire proprietary information in the proposal to be disclosed, each page must be identified and marked proprietary at time of submittal. The City will, to the extent allowed by law, endeavor to protect such information from disclosure. The final decision as to what information must be disclosed, however, lies with the Texas Attorney General. Failure to identify proprietary information will result in all unmarked sections being deemed non-proprietary and available upon public request.

**Authorized Negotiator:** Include name, address, and telephone number of person in your organization authorized to negotiate Contract terms and render binding decisions on Contract matters.

**Exceptions:** Please be advised that exceptions to any portion of the Solicitation may jeopardize acceptance of the application.

**Application Preparation Costs:** All costs directly or indirectly related to preparation of a response to the RFA or any oral presentation required to supplement and/or clarify an application which may be required by the City shall be the sole responsibility of the Applicant.



## **Attachment K**

### **0605: Local Business Presence Identification Form**

**Section 0605: Local Business Presence Identification**

A firm (Offeror or Subcontractor) is considered to have a Local Business Presence if the firm is headquartered in the Austin Corporate City Limits, or has a branch office located in the Austin Corporate City Limits in operation for the last five (5) years. The City defines headquarters as the administrative center where most of the important functions and full responsibility for managing and coordinating the business activities of the firm are located. The City defines branch office as a smaller, remotely located office that is separate from a firm's headquarters that offers the services requested and required under this solicitation.

**OFFEROR MUST SUBMIT THE FOLLOWING INFORMATION FOR EACH LOCAL BUSINESS (INCLUDING THE OFFEROR, IF APPLICABLE) TO BE CONSIDERED FOR LOCAL PRESENCE.**

*NOTE: ALL FIRMS MUST BE IDENTIFIED ON THE MBE/WBE COMPLIANCE PLAN OR NO GOALS UTILIZATION PLAN, SECTION 0900 OF THE SOLICITATION.*

**\*USE ADDITIONAL PAGES AS NECESSARY\***

**OFFEROR:**

Name of Local Firm	Goodwill Industries of Central Texas					
Physical Address	1015 Norwood Park Blvd, Austin, TX 78753					
Is Firm located in the Corporate City Limits? (circle one)	<input checked="" type="radio"/> Yes			No		
In business at this location for past 5 yrs?	<input checked="" type="radio"/> Yes			No		
Location Type:	Headquarters	<input checked="" type="radio"/> Yes	No	Branch	Yes	No

**SUBCONTRACTOR(S):**

Name of Local Firm	Austin Community College					
Physical Address	Highland Business Center, 5930 Middle Fiskville Rd, Austin, TX 78752					
Is Firm located in the Corporate City Limits? (circle one)	<input checked="" type="radio"/> Yes			No		
In business at this location for past 5 yrs?	<input checked="" type="radio"/> Yes			No		
Location Type:	Headquarters	<input checked="" type="radio"/> Yes	No	Branch	Yes	No

**SUBCONTRACTOR(S):**

Name of Local Firm	Capital Area Counseling					
Physical Address	2824 Real St, Austin, TX 78722					
Is Firm located in the Corporate City Limits? (circle one)	<input checked="" type="radio"/> Yes			No		
In business at this location for past 5 yrs?	<input checked="" type="radio"/> Yes			No		
Location Type:	Headquarters	<input checked="" type="radio"/> Yes	No	Branch	Yes	No

## READY TO WORK COLLABORATIVE

### EXECUTIVE SUMMARY

The mission of Goodwill Central Texas is “generating lifelong connections to work”. Goodwill’s programs are designed to build independence, support healthy families and create strong communities. The organization focuses on four priority populations: ex-offenders, people with disabilities, those lacking skills/education, and those who are homeless or experiencing housing instability. These populations were selected because they represent some of the hardest to serve and have the highest unemployment rates. The Ready to Work Collaborative consists of Goodwill and eight other human services agencies and entities which have joined to provide the greatest outreach and access to job readiness training, occupational skills training, high school diploma and GED attainment, mental health counseling, and other critical services.

The Ready to Work Collaborative will address the primary self-sufficiency goal of **Transition out of Poverty** by increasing employment opportunities for disadvantaged persons to further self-reliance. The secondary self-sufficiency goal is **Universal Support Services**—counseling, education, and other support services that facilitate the ability to secure and maintain work. Collaborators (Austin Community College and Capital Area Counseling) will offer educational and mental health services to maximize the potential for employment success.

The primary Life Continuum category is **Adults and Families**. The Ready to Work Collaborative will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training,

mental health counseling, job placement, and retention services.

Secondary Life Continuum categories include **Youth** and **Persons with Disabilities**. For youth, the focus of the Ready to Work Collaborative will be a successful transition through the educational continuum to employment. Persons with Disabilities will increase their independence, dignity, housing stability, ability to meet basic needs, and self-reliance through employment.

Our community's need for workforce development services is tremendous. Steady employment is the most direct means of lifting a family out of poverty, but the indirect effects are also transformative. Earned income does more than enable a single father to purchase food for his children, or help someone with depression move into her own apartment. From the most basic level (providing a child with a parent and role model who is employed) to community-wide impact (strengthening the Central Texas workforce and galvanizing business growth), employment is key. According to the Brookings Institution, the Austin metro area's poverty rate grew by 162% from 2000 to 2012—the fastest rate among large metro areas in the nation. More than twenty percent of all Austinites experienced poverty in the last year.<sup>1</sup> Sustained employment is the most direct means of lifting a family out of poverty.

Services include: Assessment/Intake, Case Management, Career Readiness Training, Job Placement, Occupational Skills Training, Job Coaching, Mental Health Counseling, Work Experience, Financial Literacy, GED/High School Diploma Attainment, and Job Retention.

Total Funding Requested: \$1,373,137

Goodwill Industries of Central Texas complies with all applicable rules and regulations of Federal, State, and Local governing entities, as well as compliance with all terms of this RFA.

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<sup>1</sup> 2012 American Community Survey 3-Year Estimates.



## Part I—Program Overview and Strategy

### A: Connection to the Self-Sufficiency Goals and Life Continuum Categories

1. For more than a decade, the Ready to Work program has assisted individuals with disadvantaging conditions with preparing for, securing, and maintaining employment. The City of Austin's investment in the initial Ready to Work program, and the subsequent Ready to Work Plus program in 2010, has yielded lifelong impact for some of the hardest-to-serve Central Texans. The Ready to Work Collaborative outlined in this proposal will build upon established program practices that have demonstrated success, while expanding the program to serve even more individuals and families who thought the dream of self-sufficiency and financial independence would always be out of reach.

Goodwill will address the primary self-sufficiency goal of **Transition out of Poverty** by increasing employment opportunities for disadvantaged persons to further self-reliance. The secondary self-sufficiency goal that will be addressed is **Universal Support Services**—counseling, education, and other support services that facilitate the ability to secure and maintain work. Collaborators Austin Community College and Capital Area Counseling will offer educational and mental health services to maximize the potential for employment success.

The primary Life Continuum category is **Adults and Families**. The Ready to Work Collaborative will improve the quality of life for low-income adults, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services facilitate placement and employment retention. Services include job readiness training, case management, skills training, mental health counseling, job placement and retention services.

Secondary Life Continuum categories include **Youth and Persons with Disabilities**.

Goodwill will focus on the educational and career preparation needs of youth with disadvantages such as pregnancy/parenting, disabilities, a history of involvement with the juvenile justice system, or who are at risk of or already have dropped out of high school. The Ready to Work Collaborative defines youth success as progressive transition through the educational continuum to employment. Youth will increase knowledge of career options and enroll in postsecondary education or training that will position them for success in demand occupations and higher-paying careers.

Persons with Disabilities will increase their independence, dignity, housing stability, ability to meet basic needs, and self-reliance through employment through the Ready to Work Collaborative. The program will support jobseekers with disabilities with placement assistance, case management and connection with needed resources, job coaching, and counseling.

Whether it is a high school dropout who became a parent as a teenager, or a person with a disability who has been repeatedly overlooked for jobs, or an ex-offender who has paid his debt to society and is seeking a fresh start, the Ready to Work Collaborative will be there to provide the wraparound services needed to successfully increase client self-sufficiency and economic stability.

## **B: Target Population for Goals**

*"I learned that it doesn't matter what kind of disability you have, there's always a job somewhere for somebody."—Samuel C., Goodwill client*

1. Goodwill's target population is people with barriers to employment who are living at or below 200% of Federal Poverty Income Guidelines (FPIG). Goodwill focuses on four populations



within those income guidelines: people who are homeless or experiencing housing instability, people with disabilities, ex-offenders, and those lacking skills or education. The populations are Goodwill's identified organization priority populations, and the majority of the organization's current service population is composed of individuals within these groups. Goodwill has a wealth of experience and expertise serving these populations through a wide array of services including job readiness training, job placement, skills training, and case management. In 2013, the organization provided intensive services to 6,904 individuals, resulting in 3,135 successful placements. The percentage placed does not include those who are unemployed due to reincarceration, enrollment in training/education, relocation, discontinued services due to health/medical, are still seeking employment, or who were placed in 2014

<b>Barrier</b>	<b>Number Served 2013</b>	<b>Number Placed 2013</b>	<b>Percentage Placed 2013</b>
<b>Ex-Offender</b>	2,633	894	34%
<b>Disabilities, including hearing/vision impairment, developmental, and mental illness</b>	3,447	1,480	43%
<b>Homeless/housing unstable</b>	815	291	36%
<b>Lacking Education</b>	1,128	342	30%
<b>Homeless/Housing Unstable</b>	815	291	36%
<b>At-Risk Youth</b>	991	304	31%

2. Our community's need for workforce development services is tremendous. Steady employment is the most direct means of lifting a family out of poverty, but the indirect effects are also transformative. Earned income does more than enable a single father to purchase food for his children, or help someone with depression move into her own apartment. From the most basic level (providing a child with a parent and role model who is employed) to community-wide impact (strengthening the Central Texas workforce and galvanizing business growth),



employment is key. According to the Brookings Institution, the Austin metro area's poverty rate grew by 162% from 2000 to 2012—the fastest rate among large metro areas in the nation. More than twenty percent of all Austinites experienced poverty in the last year.<sup>1</sup> In early 2014, training and employment service providers including Goodwill Central Texas, Capital Area Workforce Solutions, Travis County Research and Planning, Capital IDEA, the Literacy Coalition, and Skillpoint Alliance met to respond to the City of Austin's request for input on the great need for workforce development services in our community. The group determined that more than 150,000 individuals living in Travis County were lacking an Associate's or Bachelor's degree, were not enrolled in undergraduate programs, and were earning less than 200% of FPIG.

Target Population	Estimated Population, Austin	Goodwill Trends in Number Served, 2012-2013	Unemployment Rate for Target Population
Ex-Offenders	2,769 ex-offenders released to Travis County in 2013 <sup>2</sup>	33% increase	5.7% <sup>3, 4</sup>
People with Disabilities	41,128 <sup>5</sup>	46% increase	16.5% <sup>6</sup>
Lacking High School Diploma/GED	61,207 <sup>7</sup>	34% increase	13.2% <sup>8</sup>
Homeless/Housing Unstable	10,004 <sup>9</sup>	41% increase	77% <sup>10</sup>
At-Risk Youth	42,048 <sup>11</sup>	82% increase	19.35% <sup>12</sup>

<sup>1</sup> 2012 American Community Survey 3-Year Estimates.

<sup>2</sup> Texas Department of Criminal Justice, Fiscal Year 2012 Statistical Report

<sup>3</sup> Texas Labor Market & Career Information Department (LMCI), Data Link, 2013 unemployment rate, Austin.

<sup>4</sup> John Schmitt and Kris Warner, "Ex-offenders and the Labor Market," Center for Economic and Policy Research, November 2010.

<sup>5</sup> 2010-2012 American Community Survey 3-Year Estimates, Disability Characteristics.

<sup>6</sup> Ibid.

<sup>7</sup> 2010-2012 American Community Survey 3-Year Estimates, Education Attainment by Employment Status, 25-64.

<sup>8</sup> Ibid.

<sup>9</sup> ECHO Community Data Reports, Full Year 2013.

<sup>10</sup> Homeless Management Information System (HMIS) Query.

<sup>11</sup> 2010-2012 American Community Survey 3-Year Estimates, Age by ratio of income to poverty level in the past 12 months.

<sup>12</sup> 2010-2012 American Community Survey, 3-Year Estimates, Employment Status.



Career options are extremely limited for individuals lacking a high school diploma or GED. Median earnings for a high school dropout are just \$10,996 annually, but average earnings for an individual with even some college jumps to over \$27,000.<sup>13</sup> Vocational skills training further expands the potential pool of higher-wage job opportunities; a credential adds an average of \$240,000 in lifetime earnings over a high school diploma.<sup>14</sup>

According to the Community Advancement Network (CAN): “Low-income workers find themselves in a bind, working multiple jobs and left with no time for the training they need to earn a higher wage. A need exists for on-the-job training and adult basic education tied to occupational training, as well as greater supports for those undertaking skills development...Furthermore, there is a need for enhanced awareness of high demand occupations and the programs that can help develop the skills to secure those jobs”,<sup>15</sup>

3. More than half of the clients we will serve with these funds are anticipated to have a criminal history. Goodwill will leverage our established presence at the Travis County Correctional Complex, where many ex-offenders have participated in pre-release Job Readiness Training. These ex-offenders are connected with Goodwill’s case management and employment services upon release. Ex-offenders are assigned one of the more than thirty Goodwill staff who are Offender Employment Specialists (OES) or Offender Workforce Development Specialists (OWDS), certifications offered by the National Institute of Corrections. Staff will use the Offender Reintegration Scale (ORS) during assessment and will connect clients to community resources, such as Road to Success (Travis County), Attorney General’s Office Child Support Division, Project Fresh Start, and Best Single Source Plus. Goodwill draws upon an established

<sup>13</sup> “Education and Synthetic Work-Life Earnings Estimates”, U.S. Census Bureau, 2011.

<sup>14</sup> Center on Education and the Workforce June 2012 Report, Georgetown University.

<sup>15</sup> “Our Community is Changing—Are We Ready? The State of the Safety Net for the Austin Metro Area”, Community Advancement Network.

network of employers willing to consider individuals with convictions. Staff have served in leadership roles on the Austin/Travis County Reentry Roundtable. Goodwill will also leverage the agency's other programs serving ex-offenders.

4. Clients will have a barrier to employment and meet the eligibility requirements outlined by the City of Austin. Goodwill maintains an electronic record of client eligibility, including initial and annual certifications, in the agency's Empowered Case Management (ECM) database as well as a hard copy file. Client files include initial and annual certifications, intake assessments and service plans, services provided to the client, demographics, employer/placement details, barriers, outcomes, and other relevant data.

Clients are required to provide proof of identity such as a government-issued identification or a signed, supported self-declaration. Clients are required to provide documentation of family income as required in Section 0620; this documentation is contained in the case file, including required primary eligibility sources.

5. Goodwill will deliver culturally and linguistically competent services:

- a. Goodwill's workforce, including leadership and executive governance, engages in training on an ongoing basis according to Goodwill's comprehensive Cultural Competency Plans (annual and Ten-Year). Leadership staff, including Goodwill's Board of Directors and Mission Services, complete training in an array of diversity-related topics.
- b. Whenever possible, Goodwill has staff available to communicate with clients in the client's preferred language, such as Spanish and American Sign Language. If trained staff are not available, funds have been allocated for interpreters.



- c. Goodwill clients are informed of the availability of language assistance services in their preferred language during service orientation verbally and in writing, and on an annual basis. Most Goodwill forms and client outreach material have been translated into Spanish.
- d. Contracted interpreters will be certified. When working with clients who speak a language other than English, Goodwill only assigns staff with fluency in the preferred language, and minors are not used as interpreters.

### **C: Program Strategy to Accomplish the Goals**

*"Coming to Goodwill was truly a blessing for me. The biggest thing I got from Goodwill was my self-esteem back. Goodwill helped me get back on track"—Kent R.*

1. The unemployment rates for people with barriers to employment are unacceptably higher than the general population. Goodwill believes that everyone, regardless of their background, circumstances, or challenges, deserves the opportunity to achieve financial self-sufficiency for themselves and their families through work. The organization's effectiveness is a result of its emphasis on meeting clients where they are, both physically (co-located services and strategically located Job Help Centers) and in terms of their career search. For example, someone with a disability may need assistance with completing an application, or learning a bus route to a new job. A teenage school dropout who is parenting a young child may need GED tutoring, on-the-job training experience and connection to postsecondary education to give her a foothold in a career. An ex-offender may need linkages to jobs and training where his felony conviction won't disqualify him, and tips on how to explain his conviction to a potential employer.

The City of Austin has been a crucial partner in Goodwill's workforce development efforts. With the City's sustained investment in the Ready to Work program over the last decade,

thousands of our fellow community members have increased their self-reliance through employment, training, and support services. Building on this foundation, the Ready to Work Collaborative will use the following strategies to generate lifelong connections to work:

- A comprehensive array of employment-related services supporting Central Texans to prepare for, secure, and maintain steady jobs.
- A family-strengthening model serving multiple life continuums provides holistic, wraparound supports.
- Client ease of access is maximized through co-located service provision embedded within other community nonprofits.
- The successful “Earn While You Learn” model recently endorsed by U.S. Secretary of Labor Thomas Perez and Vice President Joe Biden, consisting of skills training targeted to meet the needs of local employers, often offering paid on-the-job training that lets formerly unemployed workers gain job skills while earning a paycheck.
- Utilizes key collaborators and partners to achieve ambitious goals and best meet need.
- Provides individualized, highly-customized services that “meet clients where they are”.
- Leveraging Goodwill resources, including infrastructure, social enterprise model, robust community networks and partnerships. Resources include educational opportunities such as vocational education through the Goodwill Career Academy and The Excel Center, Goodwill’s adult dropout recovery charter school, which will open in August 2014 and, for the first time in Texas, allow individuals up to age 50 to earn a high school diploma.
- Focus not on only a job but a sustainable career—Goodwill’s mission is to generate lifelong connections to work.



- Commitment to stewardship of the environment. Goodwill has a strategic priority to become a zero waste organization by 2016, and has a track record of being one of the leading recyclers in Central Texas. Goodwill's electronics recycling program diverts approximately 3,500 tons of e-waste from landfills each year.

The Ready to Work Collaborative offers significant enhancements from the previous City-funded program, based on the evolving needs of clients and our community. Services include: Assessment/Intake, Case Management, Career Readiness Training, Job Placement, Occupational Skills Training, Job Coaching, Mental Health Counseling, Work Experience, Financial Literacy, GED/High School Diploma Attainment, and Job Retention.

2. The Goodwill program model is based on evidence-based and research-based practice. Proven elements of program design include soft skills training models (job readiness, job searching, and life skills), hard skills such as occupational skills training leading to a certification, employer outreach, and case management. Please see Attachment A, Logic Model.

a. Adherence to evidence-based and research-based practice is essential to determining the most cost-effective investments in social programs. For example, "sector strategies" that allow low-income people to build skills that are needed in particular industry sectors is an important component of the Ready to Work Collaborative. In addition to recruitment and training, program effectiveness relies on the provision of a range of supports such as transportation, housing, and financial assistance.<sup>16</sup> A report by the U.S. Department of Housing and Urban Development on effective employment programs notes that job training programs which attain higher earnings and employment retention typically share a set of common characteristics such as a mixed strategy approach (combining job searching, education, training, and work); an employment

<sup>16</sup> Haskins, Ron. "Evidence-Based Jobs Programs: What Work? What Doesn't?", Brookings Institution, 2011.

focus with strong ties to local employers; the integration of work and learning; preparation for good jobs that require some training; programs that address barriers to employment; and case management that fosters long-term relationships with staff.<sup>17</sup> Specific to youth, evidence-based employment programs have included job readiness training, high-quality work experiences, case management, and strong employer networks.<sup>18</sup> These best practices are cornerstones of the expanded Ready to Work Collaborative services proposed by Goodwill.

Program fidelity is ensured through strong reliance upon Goodwill's strategic plan, which outlines tenets of program design and the agency's long-term vision and action plan. Goodwill's highly-trained staff are familiar with all aspects of the program and complete refresher training on a regular basis. Goodwill's Empowered Case Management (ECM) client database also guides workflow controls to ensure systematic and consistent service delivery methodology.

The Ready to Work program itself has been the subject of multiple research studies demonstrating program effectiveness. A recent report analyzing long-term outcomes on employment and income for participants found that participants in each year had large employment gains in the last quarter of service (roughly a 20% point increase in quarterly employment). Employed Goodwill participants earned approximately \$1,200 to \$1,400 more, on average, in the post-service period compared with their average pre-service earnings.<sup>19</sup>

3. Services align closely with the stated workforce development goals. Goodwill's career-focused services dovetail with the "Workforce Development" goal, since the Ready to Work

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<sup>17</sup> "How to Design and Deliver An Effective Employment Program", Department of Housing and Urban Development, 1999.

<sup>18</sup> "Building a Comprehensive Youth Employment Delivery System: Examples of Effective Practice", CLASP Policy Solutions That Work For Low Income People, 2010.

<sup>19</sup> "An Evaluation of Local Investments in Workforce Development: 2013 Update", Ray Marshall Center for the Study of Human Resources.



Collaborative will connect individuals to jobs with good wages, benefits, and career paths—opportunities to transition out of poverty.

The occupational skills training and certifications, work experience, technology skills training, financial literacy, and employment-focused mental health services will promote work readiness, successful employment, independence, and financial stability for **adults and families**. Proposed services to **youth** will increase awareness and positive attitudes about adult careers (ix). Youth will graduate from high school, college and career-ready and prepared for a life of learning (x) and postsecondary training (xi). Finally, youth Ready to Work participants will embark on productive pursuits and be equipped to reach financial self-sufficiency (xii). **People with disabilities** will be provided with opportunities for employment in integrated, community-based workplaces.

4. The proposed program strategies strongly align with the Imagine Austin core mission statement, “Austin is Prosperous”. The Ready to Work Collaborative will increase career opportunities and enable families to become more financially stable and self-reliant. Program activities will ensure that “equitable opportunities are accessible to all through quality education, training, and good jobs”, according to the Imagine Austin Comprehensive Plan vision.

5. Based on Goodwill’s experience providing employment-related services for the target populations, client access is an essential factor in each individual’s ability to effectively job search. Goodwill has purposefully sought partnerships that specifically increase ease of access. For example, the proposed Bridge program would link people with disabilities with the Department of Assistive and Rehabilitative Services, help them obtain mental health counseling, empower them to make informed decisions about their benefits, and develop connections to other community services. Goodwill intentionally developed partnerships with other complementary

Central Texas nonprofits to establish co-located services. During the planning period for the current open solicitation, Goodwill analyzed client data to gauge the level of need at each location and allocated resources accordingly.

6. The proposed strategies are relevant for individuals in multiple Life Continuum categories and also have been designed as collaborative and cooperative with other service providers. The Ready to Work co-located service model implemented in partnership with eight other community agencies is a key factor in minimizing barriers to client access. Our collaborations with Austin Community College and Capital Area Counseling meet critical client needs for education and counseling. Services are client-driven—programs are developed based on local needs assessments and client feedback, and continuously improved based on input from focus groups and other feedback.

Goodwill will work with six partners to implement the Ready to Work Collaborative: Foundation Communities, Austin Resource Center for the Homeless/Front Steps, Salvation Army, Safeplace, Austin/Travis County Integral Care, and Austin Independent School District (McCallum, Travis, and Lanier High Schools). Each of these agencies will offer work space and resources to the Ready to Work Collaborative to house a Goodwill Case Manager/Employment Specialist who will assist clients of the host agency with preparing for, securing, and maintaining employment, as well as connect them to needed community resources. Please see Attachment J, Letters of Support/Memoranda of Understanding.

Goodwill will collaborate with two subcontracted agencies to ensure the needs of clients are holistically addressed: Austin Community College (ACC), and Capital Area Counseling. Goodwill's community-based approach to service provision emphasizes easy access for our clients, many of whom have transportation, child care, or other barriers.



7. Frequently, people with disadvantaging conditions have tried and failed multiple times to secure and maintain employment. The Ready to Work Collaborative will leverage relationships with almost one thousand employers who hired Goodwill clients in 2013. Employer relationships are vital to the organization's job placement success, and are woven throughout the fabric of services. Employers are engaged as guest speakers in client career readiness activities; offer training sites, internships, and summer work experiences for participants; provide direction for employer-driven occupational skills certification; attend client graduations (some offering employment on the spot); participate in career fairs; and provide feedback through satisfaction surveys and focus groups. Goodwill recently launched a Business Development Committee that establishes an integrated, organization-wide contact management process including a systematic approach to business and customer relationships. Employer relationships have been developed with a wide array of local businesses and organizations. Clients will also benefit from Goodwill's two existing Employer Developers, who would work closely with the additional Employer Developer proposed in this application to maintain existing employer relationships and build new partnerships based on industry needs and client interests. Additional barriers that Goodwill expects to mitigate include:

- **Difficulty placing people with criminal histories:** Although Ready to Work has demonstrated success placing clients with criminal histories, this population still faces very limited employment options. This barrier will be addressed by working with participants to be able to effectively explain criminal histories, develop letters of explanation, and educate employers about available tax credits and bonding. Other Goodwill programs serving this population will be leveraged, including Fatherhood Works (funded by U.S. Health and

Human Services) and Re-Integration Services for Ex-Offenders (RISE), funded by the U.S. Department of Labor.

- **Significant disabilities** may be a barrier for clients. For someone who may have never successfully held competitive employment, placement will be challenging to obtain. For individuals with significant disabilities, accepting an entry-level position may not immediately result in raising the family out of poverty, but may be a very important milestone for that person. The individual can then build a work history, learn hard and soft skills, and be introduced to career options. For any client enrolled in the program, retention services will include planning for advancement and long-term career options, with a focus on professional growth. The proposed Bridge program, which is embedded within the Ready to Work Collaborative strategy, will provide the intensive support clients need to get connected to the Department of Assistive and Rehabilitative Services (DARS) and other service to support the long-term goal of attachment to work and, eventually, a career.
  - **Lack of education/marketable skills** is also a significant barrier faced by many clients. This barrier will be addressed through the provision of GED preparation assistance such as tutoring, the accessibility of Goodwill's charter school, and the collaboration with Austin Community College that will offer clients the opportunity to earn a marketable certification.
8. Goodwill will collaborate with two subcontracted (funded) agencies to ensure the needs of clients are holistically addressed. Subcontracted collaborators include Austin Community College (ACC) and Capital Area Counseling. These relationships are necessary and appropriate for the strategies proposed—Capital Area Counseling will offer mental health counseling that will stabilize participants and increase their ability to maintain employment, and ACC will provide training and curriculum leading to certifications in demand industries.



Goodwill will work with six (not directly funded) partners to implement Ready to Work:

Agency/Entity	Target Client Population
Foundation Communities	Low-income permanent supportive housing
Austin Resource Center for the Homeless	Homeless shelter (males)
Salvation Army	Homeless services (women and families)
Safeplace	Families affected by domestic violence
Austin/Travis County Integral Care	People with disabilities
Austin Independent School District	Youth at-risk of dropping out of school

Each of these agencies will offer space and resources to the Ready to Work Collaborative to house a Goodwill Case Manager/Employment Specialist who will assist clients of the host agency with completing training and preparing for, securing, and maintaining employment.

9. Project activities:

<b>Assessment/Intake</b>	Ensures that clients are linked to the most appropriate services to meet their needs depending on eligibility requirements, client location, etc. A dedicated Intake phone line streamlines client access.
<b>Case Management</b>	Assists participants with connection to necessary community resources, as well as resolving potential barriers to employment. Goodwill Case Manager/Employment Specialists develop the Individual Service Plan, a comprehensive analysis of each individual's knowledge, skills, and abilities, and potential career interests.
<b>Career Readiness Training</b>	Resume development, interviewing practice, career exploration, job seeking skills will prepare youth and adult participants for work. The Career Readiness Training (CRT) Boot Camp model was implemented in 2012 and includes modules on Career Guidance, Interviewing, Job Searching, Work Ethic, and Work Safety. As part of CRT, technology skills training will equip the client with marketable skills in computer applications such as Word, Excel, PowerPoint, email and internet. Career Readiness Training supports job retention by increasing client awareness of employer expectations such as appropriate attire, behavior, and communication styles.
<b>Job Placement</b>	Leverages Goodwill's employer network, consisting of thousands of local businesses, to help clients secure work. The Ready to Work Collaborative budget includes an Employer Developer position, who will establish employer hiring relationships. Goodwill also works closely with local employers to develop training to fill unmet workforce needs.
<b>Occupational Skills Training</b>	Skills training through the Goodwill Career Academy equips participants with a marketable credential in a demand industry. Currently available



	credentials include PC Technician, Certified Nursing Assistant, Certified Apartment Maintenance Technician, HVAC Technician, Accounting/Bookkeeping, Administrative Assistant, Machinist, and Commercial Driver's License (CDL). In the next two years, Goodwill anticipates adding additional credentials based on industry demand and skill sets required by specific employers.
<b>Job Coaching</b>	One-on-one assistance offered to individuals who may require extra time and support to learn job duties, especially people with disabilities.
<b>Mental Health Counseling</b>	Assists clients with addressing mental health issues that could affect employment. Capital Area Counseling has been providing low-cost, no-session limit psychotherapy for more than thirty years for adults, children, couples, and families. Issues addressed with Ready to Work clients through group and individual therapy will include depression, stress/anxiety, substance abuse treatment referral, trauma, and grief/loss.
<b>Work Experience</b>	Paid internships and on-the-job training will be offered through Goodwill's vast network of thousands of area employers who have hired GED graduates, as well as established employer partnerships with entities such as Flextronics, HEB Grocery, and the Doubletree Hotel. For many clients, this is their first work experience—a valuable opportunity to gain skills.
<b>Financial Literacy</b>	Case Managers assist clients with completing the FDIC MoneySmart curriculum which includes modules in budgeting, saving, using credit wisely, avoiding predatory lending practices. These are crucial skills necessary to learning how to manage newly-earned paychecks and increase the financial stability of the family.
<b>GED Preparation and Training</b>	Assists adults and youth who have dropped out of high school with obtaining their GED, which is the first step towards planning postsecondary education/training and a career. Goodwill currently offers GED tutoring from three locations; 165 individuals have obtained their GED in the last two years through Goodwill's GED preparation services. Goodwill's dropout recovery adult charter school, The Excel Center, scheduled to accept its first students in August 2014, will also be an option available to participants.
<b>Job Retention</b>	Includes counseling and support for staying on the job and planning career advancement and educational goals. Maximizes the potential for success by assisting clients with resolving issues that could adversely affect employment retention.

#### D. Performance Measures—Impact on the Goals (Please see Section 0640)

1. Required outputs and outcomes will be calculated using data gathered in ECM client database.

Unduplicated clients served will include all clients who have passed eligibility requirements.



The “participants who increase employment income” outcome will be calculated by comparing income at program enrollment to income after placement. “Individuals who earn certification” will be calculated using the denominator of all training enrollees and the numerator of those earning certification. Youth progressing to the next educational level will be determined by assessing the number of youth participants who earn their GED or high school diploma.

### E. Service Coordination

*"I love that now I have a career and not just a job. It hasn't been easy, but now I believe I can do anything." –Damika H., Goodwill client*

1. The co-located service strategy proposed through the Ready to Work Collaborative maximizes the strengths of other agencies and minimizes service duplication. All of the proposed relationships are synergistic, capitalizing on the strengths of both agencies for the benefit of participants. Goodwill is also a member of the Best Single Source (BSS) Plus Collaborative. BSS Plus provides basic needs assistance which is critical for clients after a period of unemployment.

The Ready to Work Collaborative will provide more intensive support to individuals who have a high level of need and multiple barriers to employment. Virtually all have tried and failed multiple times to maintain employment, and the vast majority require a high level of assistance in order to achieve their employment goals.

2. Goodwill currently has myriad formal and informal relationships with other agencies for mutual referrals and comprehensive services provision. Examples include Caritas, Safeplace, Foundation Communities, Austin/Travis County Integral Care, Any Baby Can, the Texas Department of Assistive and Rehabilitative Services, Travis County Correctional Complex at Del Valle, Capital Area Food Bank, Austin Transitional Center, Dress for Success, and Austin

Freenet. Our relationships are client-driven, and as such, these relationships are continuously evolving to best meet client need.

3. Please see Attachment J, MOU and Letters of Support for details regarding service delivery.

Enhanced service delivery for the Ready to Work Collaborative may be achieved through the mutual referral of clients, the provision or use of classroom, office, or meeting space, the sharing of resources, information, and program design expertise, the provision of complementary services, and/or the provision of services to a family member of the client who is in need.

4. Goodwill staff are experienced with assisting clients with connecting to mainstream resources and public benefits. These needs are identified in the Individual Service Plan, along with a strategy for meeting each need. These connections may include referral, assistance with obtaining, completing, and submitting applications for benefits, and follow-up to ensure the client's needs have been met. Goodwill staff also receive regular training (such as through 211 Texas) regarding the benefits and resources that may be available for clients. Goodwill will also leverage benefits planning services available for people with disabilities through the Austin Resource Center for Independent Living (ARCIL); please see attached Letter of Support.

5. In August 2014, Goodwill will launch The Excel Center, a dropout recovery adult charter school that will offer adults ages 19-50 the opportunity to earn a high school diploma. Ready to Work Collaborative participants may, depending on eligibility requirements, be able to also enroll in The Excel Center. Other Goodwill programs will also be leveraged for client benefit.

## **F. Community Planning Activities**

*"I'm just ready to keep stepping up, keep moving up. Goodwill has helped me realize that there's always help out there."—Kelly R., Goodwill client*



1. Goodwill has taken an active role in numerous community planning entities and events. These include the Ending Community Homelessness Coalition (ECHO) since 2005, the Austin/Travis County Re-Entry Roundtable since 2005, the Social Services Case Management Network (Goodwill sponsors trainings and have had staff serve as officers in recent years), the Austin Opportunity Youth Collaborative, the Ready by 21 Coalition (since 2005) and the Austin Mayor's Committee for People with Disabilities (AMCPD) for over a decade.

In 2014, Goodwill was accepted as a member of the Austin Community Advancement Network (CAN), a partnership of key governmental, non-profit, private and faith-based organizations which leverage mutual resources to collectively improve social, health, educational and economic opportunities for the Austin Community. Additionally in 2014, Goodwill's President Gerald L. Davis was elected to the Board of the Austin Chamber of Commerce.

2. Other related community planning activities of which Goodwill is a participant or a supporter include the Literacy Coalition, Restore Rundberg, Housing Authority of the City of Austin (HACA) Rosewood Choice Neighborhood Initiative, Alliance for Economic Inclusion, the Point in Time Homeless Count, Reclaiming Futures, and the Youth Employment Consortium.

## **G. Overall Evaluation Factors Regarding Applicant**

1. Goodwill is a respected Central Texas nonprofit that has served members of the identified priority populations since 1958. Goodwill has grown exponentially over the last decade, from \$19 million in 1999 to more than \$73 million in 2013. The organization has strong leadership, a sound business model, and a reputation for delivering quality employment services.

- Workforce Investment Act (WIA) Youth Services, funded by Workforce Solutions Capital Area since 1999, provides academic tutoring, internships, case management, support

services, GED tutoring and testing assistance, job placement, and vocational skills training to over 600 at-risk youth between the ages of 14-21 each year. The program must adhere to stringent performance measures, including attainment of degree or certificate, placement in employment or postsecondary education, and improvements in literacy and numeracy. WIA Youth services not only consistently exceeds challenging performance measures, but has also been ranked in the top five programs in the state from 2010 - 2013. In the last six years, all performance measures were exceeded, including educational achievement (attainment of degree/certificate, including GED & HS diploma) of 77.13%, placement in employment or education (75.11%), and literacy & numeracy gains (81.25%). The program successfully supported 122 individuals to graduate from GED or high school in 2013. Tamara Atkinson, Deputy Director, Capital Area Workforce Solutions, (512) 597-7104.

- Travis County also funds Ready to Work at \$137,000 annually. Quarter 2 results: 100 clients placed (goal: 101) and 192 enrolled (goal: 150). Lawrence Lyman, Travis County Planning Manager, (512) 854-4278.
- Operation: GoodJobs: GCT was awarded \$250,000 in 2012 from the Walmart Foundation to enable Veterans to increase their economic stability through job training, job placement, and financial literacy training. The program exceeded goals/objectives, with 247 enrolled and 161 placed into employment as of July 2013 YTD (most recent reporting period/goal were 200/140). Ruth Ifill, Veterans and Military Families Program Manager, Goodwill Industries International, Inc., (240) 333-5533.
- Beyond Jobs was funded in 2012 by the Walmart Foundation and provides occupational skills training for unemployed and underemployed women with children. The program serves 250 women annually and is on track to meet or exceed placement, retention, and wage



increase outcomes for the funding period. Andrea McNeil, Beyond Jobs Program Specialist, (800) 741-0197 x5400.

- Texas Department of Assistive and Rehabilitative Services (DARS): Goodwill has been a contracted DARS service provider for more than twenty years. DARS referred more than 500 clients to Goodwill for placement services in 2013, and Goodwill successfully placed 236 (many with with severe disabilities). Through this partnership, Goodwill offers DARS clients individualized services tailored to match the client's level of readiness; services for people with disabilities include supported employment, job coaching, job readiness training, job placement, and job retention support. Frank Donaldson, Community Rehabilitation Program Specialist, (512) 407-1336
- Fatherhood Works, funded through the U.S. Department of Health and Human Services at \$625,000 annually, was initiated in 2008 and targets fathers who are ex-offenders and delinquent on child support payments, offering job placement, job skills training, financial literacy and other services. Fatherhood Works serves 350 participants each year, with the goal of 210 achieving employment. Mid-year, the program is on track to achieve all performance measures, with 231 participants enrolled and 147 placed. Barbara Spoor, Family Assistance Program Specialist, Administration for Children and Families U.S. Department of Health and Human Services (202) 401-4724
- The Reintegration Services for Ex-Offenders (RISE) Program is funded through the U.S. Department of Labor and targets female ex-offenders, serving 250 participants over the three-year funding period (\$1.5 million) with pre and post-release services such as job placement, occupational skills training leading to a certification, on-the-job training, mentoring, and case management. Although the program launched the direct services phase

recently (January 2014), outcomes to date have been promising, with 47 enrollees and 18 placements as of April 1<sup>st</sup>. Terry Moore, CGMP, Federal Project Officer, U.S. Department of Labor/ETA, (972) 850-4669.

a. The Ready to Work Program has been funded by the City of Austin since 1990. Over the last five years, in 2009-2011, the City of Austin invested in the program at between \$147,000 and \$196,000 per year. In 2010, with a substantially greater investment from the City of Austin, the Ready to Work Plus program (funded at \$873,000 per year from 2012-2015) was launched. For FY 2012-2013, Ready to Work Plus had 590 enrollments, with 345 placements. Through its innovative co-located services approach, the partnership reached many clients who would not otherwise have been able to access services. Please see Attachment G (Fiscal Monitoring) and Attachment H (Program Monitoring).

2. The programs described above highlight Goodwill's extensive experience working with the proposed target populations. Goodwill has been providing services to ex-offenders, people with disabilities, people lacking skills and education, and at-risk youth since its founding in 1958, leveraging revenue earned through the agency's proven social entrepreneurship model, grants, and philanthropic giving. GCT has distinguished itself with multiple honors and accreditations, including the Commission on Accreditation of Rehabilitation Facilities (CARF); Austin Business Journal's Best Places to Work; Annie E. Casey Foundation's Financial Strengthening Center of Excellence (2013); and the Texas Award for Performance Excellence (2013).

3. Please see the programs referenced above in Section 1. Goodwill has extensive experience providing services similar to those proposed.



## H. Data Management and Program Evaluation

1. Goodwill has used the sophisticated, cloud-based Empowered Case Management (ECM) database since 2012. A key success is ECM's robust database design that allows custom reports to be developed that can access any data field relevant to the client's success. An identified challenge is keeping up with constantly changing needs; Goodwill has an Information Technology staff member specifically dedicated to ECM updates, technical support, and database management. Based on ECM's functionality, the WERC Continuum has utilized Goodwill to host and manage this shared database for its eleven partners; the partnership selected ECM after carefully weighing available options.
2. Goodwill uses ECM to generate daily, weekly, monthly, and annual reports, which are analyzed to ensure that program and service objectives are on track. Goals tracked by ECM are carried over to Goodwill's most critical performance management tool, our Balanced Scorecard (BSC) which is assessed by Goodwill's Board and leadership on a monthly basis. Goals are color-coded to indicate whether they have achieved target, have not achieved target, or are in danger of not meeting target. Goodwill also identifies and tracks progress on Forward Thinking Metrics (FTM) and an Outcomes Management Report (OMR). Financial and performance measures tracked include year-to-date and monthly actual and target percentages. If any metrics are in danger of not being attained, a corrective action plan is implemented and results are reported back to the group by the responsible party.
3. Each collaborator will be provided with a monthly report template, from which data will be reviewed and then entered by Goodwill staff into ECM on a weekly basis. Financial reports and reimbursement requests will also be submitted monthly.

I. Staffing Plan: Please see Section 0645, Attachment B (Resumes) and Attachment C (Job Descriptions). Project Coordinators will provide leadership and have reporting responsibilities. Staff included in the plan will carry out program activities, including the provision of case management, career readiness, job placement, and other services. A FTE Quality Assurance and Eligibility Specialist will ensure enrolled clients meet eligibility requirements, as well as other aspects of program monitoring.

## **Part II—Cost Effectiveness**

### **A. Budget** (Please see Section 0650)

1. Funds have been budgeted to fulfill staffing requirements for delivering the proposed service (18.7 FTE). Funds have also been allocated for general operating expenses, staff travel, support services, financial assistance, incentives, internship wages, and occupational skills training. Subcontractors: Austin Community College (\$84,000) and Capital Area Counseling (\$15,000).
2. Goodwill's fundraising/administrative percentage is 16.3%, calculated from the 2012 IRS 990.

### **B. Cost per Client**

<b>Output/Outcome</b>	<b>Average Cost/Client</b>	<b>Calculation</b>
<b>Output #1, Number Served, 12 months: 586</b>	\$2,519	\$1,476,216/586
<b>Output #2, Number Served, 36 months: 1520</b>	\$2,913	\$4,428,648/1520
<b>Outcome #1, Increase Employment Income: 354</b>	\$4,170	\$1,476,216/354
<b>Outcome #2, Number Earning Certification: 53/70</b>	\$3,011	\$1,476,215- \$140,000=\$1,336,216. \$1,336,216/586=\$2,280. \$2,280x70=\$159,600 \$159,600/53=\$3,011.
<b>Outcome #3, Number of Youth Progressing: 56</b>	\$5,907	\$330,797/56 youth



The average cost per City client served is \$2,625 (\$1,373,137 total City budget divided by 523 participants). Average cost from all sources is \$2,519 (\$1,373,137 City plus \$103,079 Travis County divided by 586 participants).

4. The Ready to Work Collaborative offers an extremely cost-effective model. Services are high-impact, designed to result in gainful employment for an individual and increased economic stability of the family. A cumulative effect is also observed, since the impact evidenced by employment yields long-term improvements in quality of life. The Ready to Work Collaborative offers a wide service array for multiple Life Continuums that is unduplicated among the agency's programs, but a comparable Goodwill workforce development program, WIA Youth, has a cost per person served of \$2,450. Another similar community workforce development program, the Rapid Employment Model (REM) operated by Capital Area Workforce Solutions, has a cost per participant of \$3,671. Goodwill's revenue-generating social enterprise model and established infrastructure enable overhead to be kept to a minimum and more dollars to be dedicated directly to client services.

5. The Ready to Work Collaborative's focus is on helping individuals prepare for, secure, and maintain employment. Workforce development services offer a significant return on investment—Goodwill calculates that 354 placements will have an annual fiscal impact on the community (wages, taxes, and ripple effects) totaling just over \$26 million.

### **C. Program Funding Summary (please see attached)**

**Part III—Local Business Presence:** Please see Section 0605; Goodwill and subcontractors fulfill the requirements of a Local Business Presence.

#### **Part IV—Bonus Evaluation Points**

A. Goodwill is proposing a collaborative that meets multiple Life Continuum categories and meets two self-sufficiency goals.

B. Goodwill does not intend to use any leveraged funds that fit the parameters defined in this RFA. However, the organization will utilize other funds extensively for client benefit, including:

- Other programs currently funded through the City of Austin and other sources, such as the Best Single Source Plus Collaborative, which provides basic needs assistance to job seekers and the newly employed.
- The Bridge program for people with disabilities detailed in this proposal will leverage approximately eight interns annually. These Master's or Bachelor's level students from the University of Texas, St. Edward's University, Texas Tech, Austin Community College, or Texas State University are completing internships in fields such as Social Work, Counseling, Vocational Rehabilitation Counseling, and Human Services. Through Bridge, which connects clients with disabilities with the resources they need to succeed at employment, qualified, closely supervised interns work with clients by providing case management and supportive counseling. Interns are learning techniques such as cognitive behavioral, narrative, solution-focused, relational-cultural and feminist therapy. Students have a basic understanding of psychiatric diagnoses, including bi-polar disorder and schizophrenia. They receive specific training during Goodwill Internship Orientation on disabilities, accommodations, basic Social Security Administration (SSA) benefits, job search skills, understanding criminal backgrounds, and community resources. An effort is made to recruit bilingual interns.

C. Healthy Service Environment



Goodwill Policy 635, “Use of Tobacco Products” (attached), states: “All buildings, attended donation centers, and vehicles operated on company time will be tobacco/smoke free. The use of tobacco products will be in designated areas only.”

Goodwill owns, rents, or leases more than three dozen properties. Smoking is prohibited, inside or outside, at every location except one, where there is a designated smoking area behind a building at the edge of the property. Goodwill is amenable to eliminating smoking on this final property by 10/1/15 and altering the policy as needed. Employees are specifically informed at hire that smoking on Goodwill property is an offense for which they will be terminated.

Goodwill Procedure WI-6060 promotes a Mother-Friendly Workplace. There is a dedicated Mother’s Room at our main campus which includes a refrigerator for milk storage, a sink, and water source. At other locations, a clean, accessible private area with nearby access to a sink and water source is made available upon request of a lactating mother. Available hygienic storage alternatives include a refrigerator, freezer, and the allowance of personal coolers. Goodwill’s Procedure WI-6060 (attached) states that Goodwill will provide “flexible and reasonable break times for an employee to express breast milk” in a private area that is not a bathroom. Managers are directed to be “supportive and flexible with respect to working patterns when a breastfeeding mother returns to work”. The Procedure is communicated at hire, is included in the Employee Handbook which is reviewed regularly, and stated verbally at Annual Training.

Goodwill has developed a comprehensive Employee Wellness Initiative to promote the health of the organization's employees. This plan includes smoking cessation support and bonus, an onsite fitness center, tuition reimbursement for any course in any degree plan, and discounted fitness club memberships. Recently the organization has sponsored a weight loss support group, healthy cooking, a running group, and fitness classes at company locations. Recognizing that

many of Goodwill's more than 1,500 employees have disadvantaging conditions themselves, the company established a strong Employee Assistance Program (EAP) with four employees, all of whom are professionally licensed (LCSW, LMSW, or LMFT). The EAP offers short-term counseling for personal and mental health concerns and provide referrals to community agencies and resources.

Annual Wellness Fairs organized by the Human Resources department offer a wide range of vendors and other entities, such as Austin Diagnostic Clinic, CVS Pharmacy, “Eat This Not That”, dental and physician’s offices, and Breast Cancer Awareness to promote physical and mental health. Free screenings are available for vision, hearing, blood pressure, diabetes, chiropractic issues, strength, and body fat. Goodwill also organizes regular “Lunch and Learn” events on a variety of healthy living topics, including pain management, healthy eating, health assessments, and smoking cessation. Employees are incentivized to obtain regular health exams and cease smoking through discounts offered on the company's medical insurance. All facilities are fully accessible.

Goodwill also partners with local financial institutions to offer financial wellness education to employees in the areas of saving, avoiding predatory lending, and credit repair. Financial literacy training is included as part of required orientation, 60 day and annual training required. Other programs include support for maternity/infant wellness, online health tools, a 24-hour nurse line, and monthly health and wellness newsletters.

Employees are informed of these available benefits at hire, at 60-day training, and at annual refresher training. Signage and wellness campaigns are also utilized to promote these efforts. Goodwill's culture is based upon the value of the individual, and the agency strives to promote mental and physical health through a wide array of strategies driven by leadership.



Goodwill is committed to providing a safe environment for working and conducting business. Related Violence Prevention Policies are defined in Policy 617, Harassment, Goodwill's Corporate Compliance Manual, and Goodwill's Safety Manual (attached). For example, the Safety Manual includes the following: "Goodwill has adopted a Zero Tolerance Policy on workplace violence. That means that acts or threats of physical violence, including any form of intimidation, harassment and/or coercion, which involve Goodwill or its employees, or Goodwill customers, when it occurs in connection with employment with Goodwill will not be tolerated at any time. Violations of this policy will lead to disciplinary action, including termination and/or legal action as appropriate. Every Goodwill employee is encouraged to report incidents of threats, or acts of physical violence. Reports may be made to the individual's immediate supervisor, manager, and/or by calling the Fraud and Unethical Behavior hotline at (800) 624-9178." Goodwill's Procedure WI-6064-018, Critical Incidents, (attached) clearly outlines the steps necessary to identify and report threats and workplace violence.

Policies are reviewed on an annual basis; Board Committee minutes reflecting approval are included as an attachment.

Authorized Negotiators for Goodwill Central Texas include:

Gerald L. Davis

President and CEO, Goodwill Central Texas

1015 Norwood Park Blvd.

Austin, TX 78753

512-637-7157

[gerald.davis@goodwillcentraltexas.org](mailto:gerald.davis@goodwillcentraltexas.org)

J. Michael Willard

Senior Vice President, Mission Services

1015 Norwood Park Blvd.

Austin, TX 78753

512-637-7583

[michael.willard@austingoodwill.org](mailto:michael.willard@austingoodwill.org)

**Attachment A**  
**Logic Model**





**Vision:** Empowering  
100,000 Central Texans  
to transform their lives  
through work

**Mission:** Generating  
Lifelong Connections to  
Work

Walk in Clients and Referrals from Job  
Help Line

- Goodwill Community Center
- Goodwill Resource Center
- Good Career Academy
- Rosewood Job Help Center

Partner Agency Direct Referrals

- Austin Travis County Integral Care
- Foundation Communities-SRO, CHI
- Safe Place
- Front Steps-ARCH
- Salvation Army
- A.I.S.D

Screening and Intake Process to determine potential  
eligibility for Goodwill RTW Program

Community  
Referrals and/or  
Other GW  
Program  
Referrals  
(External RTW  
Resources to meet  
the client's needs)

Job Search Assessment and Individual Service  
Plan (RTW Enrollment)

- Participant is assigned to Placement Specialist
- Evaluate barriers affecting the job search
- Provide strategies to overcome barriers
- Set employment goals
- Set education goal that facilitate career outcomes

### Internships

- Job Placement with GW Internship Partner
- Career and Education Advising
- Computer Skills Training
- Financial Literacy Training
- Continued Job Search Assistance
  - Resume, Application, Interview
- Support Services
  - Counseling
  - Bus Pass
  - Clothing Vouchers

### Job Search Assistance Case Management Services

- Computer Skills Training
- Financial Literacy Training
- Access to Industry Professionals
- Job Search Assistance
  - Resume, Application, Interview
- Career and Education Advising
- Support Services
  - Counseling, Bus Pass, Clothing Vouchers

### Occupational Training

- Career and Education Advising
  - Educational assessment
  - TABE Testing
- Access to Industry Professionals
- Continued Job Search Assistance
  - Resume, Application, Interview
- Support Services
  - Counseling, Bus Pass, Clothing Vouchers

### Job Placement

Finding and obtaining a job that is verified by GW Staff

### Job Retention

Maintain employment for 180 Days

### Successful Program Completion

- Participant has successfully found employment and maintained employment
- Participants found employment in the industry field that they completed occupational training in

## **Attachment B**

### **Resumes**

# Jessica A. Layssard

12601 George Bush Ct. Manor, TX 78653 · (512) 787-7542 · Jessica.Layssard@gmail.com

**Objective:** Seeking position working with at risk youth.

**Education:** **Licensed Master of Social Work** May 2008  
*Texas State University- San Marcos, Texas*

**Bachelor of Social Work** May 2007  
*Texas State University- San Marcos, Texas*

## Work Experiences:

### **Goodwill Industries of Central Texas, Austin Texas**

*WIA Case Manager II/ Employability Specialist September 2009- Present*

- Maintain a case load of 50 at-risk youth, ages 14-21 that have barriers to employment and education including low income, teen parent, homeless, offender, foster youth, and disability
- Recruit students earning a diploma at Manor High School, Manor Excel Academy, and youth in the Austin/Manor area seeking a GED for WIA program
- Provide career guidance, job search, and pre-employment skills training
- Provide case management, counseling, incentives, and support services
- Work with local employers securing paid work experiences/internships for participants
- Enter and maintain written and electronic documentation into two database systems
- Maintain a yearly individual budget by tracking and recording all client expenditures
- Train new employees as directed by coordinator
- Planed college and career fair, GED and diploma graduation dinner, and field trips

### **Goodwill Industries of Central Texas, Austin Texas**

*Cohort Lead for Summer Employment Program Viva Verde Program April 2009 - September 2009*

- Supervised and trained summer employment staff on entering data and placing participants in 5 weeks of summer work experience
- Organized and instructed orientations each week for new participants starting employment
- Developed lessons and instructed job readiness training for Viva Verde participants
- Assisted with making six hundred participants eligible for Viva Verde Program
- Maintained relationships with summer employment worksites
- Planned summer employment banquet for 600 Viva Verde participants

### **Goodwill Industries of Central Texas, Austin Texas**

*WIA Case Manager I May 2008 - April 2009*

- Maintained a case load of 45 participant attending LBJ High School, Johnson/Eastside Memorial High School, and participants attending GED class at Goodwill Community Center
- Assisted participants in achieving their goals of earning high school diploma/GED and enroll in post secondary education and finding employment
- Maintain two data bases and client files

### **Johnston High School, Austin, Texas**

*Strengthening Relationships Jan. 2008-May 2008*

- Facilitated a group weekly using Strengthening Relationships curriculum

*Parent Education Program*

- Connected students with resources in the community and provided supportive counseling

### **San Marcos Housing Authority, San Marcos, Texas**

*Family Self-Sufficiency Program (FSS) Jan. 2006-May 2007*

- Worked with families to become self sufficient and independent from welfare and subsidized programs

*KAD Coordinator at Chapultepec*

- Tutored children with their homework and worked on reading and math skills
- Planned activities: children's fundraiser, crafts, learning games, special celebrations



# Erika L. Martinez, LMSW

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1810 B Hether St, Austin, TX  
[em925@hotmail.com](mailto:em925@hotmail.com) (225) 802-8530

## PROFESSIONAL EXPERIENCE:

### *Policy*

- Addressed constituent concerns through emails, phone calls, and face-to-face meetings related to higher education, public health, human services, early education/child care, and the environment
- Collaborated with various social service associations, coalitions, advocacy groups, non-profits, and state agencies to create policy change
- Met deadlines in a fast paced environment
- Researched and wrote bill analysis and talking points for various bills

### *Social Work*

- Directed, supervised, and coordinated the training of up to 30 at-risk youth. Restructured and improved entire training process for a more efficient and effective program.
- Developed the HEB Training Program. Trained adults with disabilities to ensure that program goals and objectives are met. Maintained documentation to ensure compliance with referral, accreditation, and regulatory agencies. Abided by the policy and procedures of the Texas Department of Assistive and Rehabilitative Services worked collaboratively with DARS staff.
- Conducted social adjustment and job readiness classes, provided case management, provide on the job training, and assisted adults with disabilities with obtaining permanent employment
- Developed and improved the job readiness program for youth under the Workforce Investment Act. Established relationships with local employers. Placed youth in internship sites throughout Austin and placed youth in jobs. Exceeded targets.
- Taught job readiness groups at local high schools
- Promoted to lead within two weeks. Managed 12 employees in the Applicant Assistant department of a Disaster Recovery Center. Responsibilities included: assisting up to 400 Hurricane Katrina victims a day with housing such as, expedient assistance, rental assistance, and providing them with a travel trailer; training all new employees, daily conference calls with the Joint Field Operations, holding daily morning meetings with staff.
- Worked as an advisor to runaway, homeless, and youth aging out of foster care. Assisted youth in setting up community voicemail, writing resumes, and creating email accounts. Maintained incoming mail, resource library, and agency databases. Assisted the director with administrative duties.

### *Leadership*

- Completed organization's Leadership Learning Program (Level 1 and Level 2)
- Attended Goodwill Industries International 2013 Spring Conference – "Designing Goodwill Into the Future," Washington, D.C.
- Selected to assist with the drafting of Goodwill Industries International's white paper on skills attainment for youth
- Worked on a team to create the curriculum for a job readiness certificate program to be implemented throughout the company, and to be presented to employers in the community
- Worked as a field instructor to BSW and MSW students (2012 – present)

# Erika L. Martinez, LMSW

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1810 B Hether St, Austin, TX  
[em925@hotmail.com](mailto:em925@hotmail.com) (225) 802-8530

## **VOLUNTEER EXPERIENCE:**

10/13-present     **Outreach Volunteer**, Safeplace, Austin, TX  
Completed 40 hours of training

## **EMPLOYMENT HISTORY:**

3/12-present     **Job Readiness Trainer**, Goodwill Industries of Central Texas, Austin, TX  
9/11-3/12        **HEB Coordinator**, Goodwill Industries of Central Texas, Austin, TX  
1/11-9/11        **Trainer**, Goodwill Industries of Central Texas (Work Adjustment Training), Austin, TX  
7/09-1/11        **Trainer**, Goodwill Industries of Central Texas (Project Reboot), Austin, TX  
1/09-6/09        **Legislative Aide**, Texas House of Representatives (81<sup>ST</sup> Session), Austin, TX  
9/07-5/08        **Youth Resource Center Advisor**, LifeWorks, Austin, TX  
3/06-8/07        **Catering Sales Assistant**, Radisson Austin North, Wyndham Garden Hotel, Austin, TX  
9/05-11/05       **Lead**, FEMA, Slidell, LA

## **EDUCATION:**

Licensed Master Social Worker (LMSW), January 2011

Master of Social Work - Administrative Leadership, May 2009  
(Course experience in grant writing, advanced policy, and advanced research)  
Texas State University, San Marcos, TX

Bachelor of the Arts, Major: Public Relations, Minor: Business, December 2001  
University of Louisiana at Lafayette, Lafayette, LA

# Matthew J. Figg

4910 Pelham Dr. Austin, TX 78727 (512) 845-1568 [matthew.figg@austingoodwill.org](mailto:matthew.figg@austingoodwill.org)

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Dedicated, passionate, creative Licensed Professional Counselor with proven ability providing effective counseling to a variety of populations and needs, and coordinating varied programs aimed at providing meaningful change to at-risk populations.

- 5+ years working with youth and career guidance
- 3+ years providing group counseling services
- 3+ years providing addiction counseling
- 2+ years of supervision experience

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## Professional License

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Licensed Professional Counselor

#62924

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## Relevant Work History and Clinical Experience

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Goodwill Industries of Central Texas – Youth Services  
**Transition Coordinator**

Austin, TX  
May 2013 to Present

- Coordinate and supervise staff for Goodwill's WIA Job Readiness Training program, aimed at transitioning at-risk and opportunity youth to sustainable careers.
- Coordinate and supervise staff for Goodwill's School-to-Work programs, providing career and job readiness training to high school students, and providing work-based learning experiences for students with disabilities as they transition out of the school system.
- Coordinate Goodwill's Reach for Success GED tutoring program aimed at providing tutoring to students with significant literacy challenges.
- Outreach services to rural central Texas to provide services to local high school.
- Manage and oversee program budgets for each program.

## WIA Job Readiness Trainer II

Nov. 2010 to May 2013

- Develop and coordinate Job Readiness Training Program for Goodwill Youth Services WIA program.
- Provide intensive career and employment counseling to all 300+ participants of Youth Services WIA Program.
- Conduct effective career and basic education assessments for WIA clients.
- As a member of the Youth Services Leadership team, conduct staff meetings and train new employees in their respective duties.
- Coordinate outreach and networking opportunities with outside training providers, post-secondary education providers, and employers as potential internship sites.
- Manage and operate Job Readiness Training computer lab, including updating hardware, software, and developing computer literacy activities.
- Provide job readiness training to participants to prepare them to enter and maintain employment.
- Supervise all youth in paid employment opportunities.
- Supervise and facilitate participation of university interns from local colleges.



- Achieve 80% of referred participants obtain employment or enter into post-secondary education.

**WIA Case Manager II/  
SYEP & Project Reboot Coordinator:**

Jan. 2009 to Nov. 2010

- Continue to excel at all duties of a WIA Case Manager.
- Coordinate Goodwill's participants in Travis County's Summer Youth Employment program and Viva Verde program.
- Train 100+ high school students with disabilities in job readiness program, and find temporary summer jobs for all participants.
- Coordinate with local employers regarding temporary employment and internships opportunities for 700+ youth for summer employment programs.
- Hire and supervise all job coaches and employees of Goodwill's Summer Employment program.
- Coordinate Goodwill's Project Reboot program, which trained at-risk youth in computer repair and begin A+ certification.
- Hire and supervise all Project Reboot Trainers.

**WIA Case Manager:**

Nov. 2007 to Jan. 2009

- Provide counseling and case management services to at-risk youth with mental health, income, criminal, medical, or other barriers to employment ages 16-24.
- Provide career guidance counseling to clients regarding educational and employment options, including connections with local services to help remove barriers, financial aid, and scholarship assistance for diverse population.
- Maintain case notes of all clients and all services received including counseling services, educational achievement, financial assistance, and local resources for caseload of 40-45 clients.
- Adhere to all state data integrity guidelines inline with the Workforce Investment Act.

**Northwest Counseling and Wellness Center**

Austin, TX

**PRN Counselor:**

Nov. 2007 to Dec. 2009

**Program Counselor:**

Jan. 2007 to Nov. 2007

**Counseling Intern:**

June 2006 to Jan. 2007

- Assessment of individuals for intensive out patient program, subjective out patient program, or referral.
- Provide individual and group counseling and case management to community clients from diverse socioeconomic and cultural backgrounds primarily focusing on alcohol and substance abuse.
- Private work includes working with adolescents and college-age students dealing with depression, life transitions, and career and educational choices.

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**Education**

**Master of Arts  
Professional Counseling  
Community Counseling  
Texas State University**

**Bachelor of Arts  
Psychology  
University of Texas**

*Professional References Available Upon Request*

**Veronica L. Frohm**  
**2011 Kirksey Dr. Austin, TX 78741**  
**VeronicaLFrohm@gmail.com**  
**512-769-3798**

## **Experience**

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<b>Goodwill Industries of Central Texas</b>	<b>Austin, TX</b>	<b>July 2012 – Present</b>
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### ***Placement Specialist II***

- Give vocational counseling to individuals experiencing homelessness, helping them overcome their barriers to employment by providing one-on-one job skills training and weekly case management
- Enter client data and case notes into database daily as well as maintain client files according to CARF standards
- Work closely with partner sites to coordinate services, including creating and implementing a new intake process specifically for clients in the homeless community

<b>John Tierney for Congress</b>	<b>Peabody, MA</b>	<b>September - December 2011</b>
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### ***Intern***

- Worked directly for Finance Director to plan and coordinate all logistics for fundraising events
- Completed prospecting and research projects to identify potential donors; contacted individuals and PACs via phone, email and in person; and collaborated with donors to orchestrate fundraising events and activities

<b>AARP</b>	<b>Washington, DC</b>	<b>Summer 2011</b>
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### ***Advocacy Group Intern***

- Participated in campaign strategy meetings; tracked blogs for AARP-related topics; and composed weekly reports for senior management throughout the organization
- Reported on information about congressmen and their public statements for AARP lobbyists
- Canvassed and lobbied for “Save Social Security, Medicare & Medicaid” Campaign

<b>Goodwill of Greater Washington</b>	<b>Washington, DC</b>	<b>January 2011</b>
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### ***Intern***

- Led an employee “Self Identification Project” to identify the disadvantages and disabilities of current staff; created and administered a self-disclosure questionnaire; scheduled meetings; maintained confidentiality while interviewing over 30 staff members; created template/spreadsheet; and entered data to track results
- Organized and filed confidential employee information, drug screen results and AbilityOne documents

<b>Virginia Dept. of Rehabilitative Services</b>	<b>Fairfax, VA</b>	<b>January 2009</b>
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### ***Intern***

- Worked with Business Coordinator to engage local businesses to hire individuals with disabilities; served as a liaison between clients and employers; observed clients at work and provided job coaching for job retention
- Created and established curriculum and materials for an ongoing job readiness class with 15 students
- Taught job hunting, resume writing and interviewing skills to clients and program participants with disabilities; completed mock interviews and provided feedback and coaching to clients

<b>Goodwill of Greater Washington</b>	<b>Arlington, VA</b>	<b>Summer 2007</b>
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### ***Intern***

- Directly supported Employment Skills trainers to further Goodwill’s mission; taught job skills relating to Hospitality industry; and helped clients to develop strengths-based resumes and cover letters
- Recruited and screened individuals with barriers to employment to Goodwill for services and employment opportunities; led intake sessions; administered tests; verified identification; and interviewed applicants

<b>“Lift me Up”</b>	<b>Great Falls, VA</b>	<b>2005 - 2008</b>
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### ***Volunteer***

- Provided Therapeutic Horseback Riding for children with emotional and physical disabilities

## **Education**

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<b>Endicott College</b>	<b>Beverly, MA</b>	<b>Graduated May 2012</b>
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### ***Bachelor of Science, Psychology with minors in Sociology and Political Science***

- *Model United Nations - Competed annually at the Harvard National Model United Nations Conference*
- *Model Arab League - Competed annually at the Northeastern National Model Arab League Conference*
- *Study Abroad - Florence University of the Arts, Fall Semester, 2010*

# MEAGAN MOORE

(281) 639-3226 (cell) • [meaganmoore@sbcglobal.net](mailto:meaganmoore@sbcglobal.net)

## EXPERIENCE

### Placement Specialist II

Goodwill Industries of Central Texas

August 2013 - Present

Austin, TX

- Provide job development, case management and placement services for clients with barriers to employment
- Perform intakes; recruited, screened, and referred individuals with barriers to employment to Goodwill for services and employment opportunities
- Perform assessments of clients' needs and created Individual Service Plans
- Outreach with other community agencies and organizations; became knowledgeable of available community resources

### AmeriCorps Member/ Housing Specialist Aide

Keep Austin Housed / Goodwill

September 2012- August 2013

Austin, TX

- Case managed and assisted 35 households and over 60 clients financially to help increase household stability through increasing financial literacy and access to community resources
- Operated closely with housing team to staff internal referrals and create solutions with clients
- Improved program and internal forms and innovated new processes to evaluate incoming referrals

### Web/Communications Associate

Office of Strategic Planning and Assessment

January 2011- June 2012

Georgetown, TX

- Wrote, designed as well as updated the web pages for the Engaged Diversity Grant
- Managed the public images of Engaged Diversity, specifically for the annual leadership conference
- Increased the communication between the institutions of the fellowship, by creating monthly institutional editorials or updates for the website

### Sales Associate

Banana Republic Factory Store and GAP Outlet

July 2010- June 2012

Cypress and Round Rock, TX

- Ensured that each customer's needs are met and he/she receives rapid, friendly service
- Maintained the sales floor and appearance of the products
- Assisted in ringing up and bagging merchandise
- Ranked 2<sup>nd</sup> in a store of more than 30 employees for bringing in credit card applications for the top ranked store in the district for Brand Credit Cards

## EDUCATION

### Bachelor of Arts in Anthropology, Minor in Spanish

Southwestern University

May 2012

GPA 3.42

### SIT Chile: Public Health Program

World Learning

Fall 2011

Arica, Chile

### Spanish Language Study Abroad Program

Universidad Nacional, ISA

Summer 2009

Heredia, Costa Rica

## HONORS AND ACTIVITIES

- Southwestern Mood Scholar
- Southwestern Paideia Scholar
- Vice President, SU Feminist Voices  
Coordinated and directed SU performances of Vagina Monologues
- President, SU chapter of Mathematical Association of America
- Deans List
- Presented at Southwestern Anthropological Association Conference

August 2008-May 2012

August 2009- May 2012

March 2009- May 2010

February 2010

August 2009- May 2011

Fall 2008, Spring 2011, Spring 2012

April 2012

## Skills/Training

- Spanish
- Offender Employment Specialist
- Service Point (HMIS)
- Mac and PC experience
- MS Excel, MS Word, MS PowerPoint and Workspace



**SAMANTHA N. SPILLMAN**

2209 Lawnmont Ave Apt 211 Austin, TX 78756 ♦ 512-507-2456 ♦ samantha.spillman@gmail.com

**SUMMARY OF QUALIFICATIONS**

- Two years of experience working as a case manager for adults ages 18 and up with various barriers to employment
- Completed LLP1 Servant Leadership Series
- Capable of working in fast paced environments by problem solving and multitasking
- Detail oriented with superior organization skills
- Proficient in Microsoft Office (Word, Excel, PowerPoint, Outlook) and ECM data entry system

**PROFESSIONAL EXPERIENCE**

**Goodwill Industries of Central Texas, Austin, TX**

Placement Specialist II- February 2012- Present

- Manage a case load of over 50 clients with barriers to employment
- Assist clients with questions regarding the hiring process, navigating workplace dynamics and basic human resource procedures
- Prepare and maintain client case files, case notes, placements and retention while utilizing ECM data entry system
- Maintain accurate client data entry in an organized and efficient manner
- Ensure client case files meet standards set by the City of Austin and Commission on Accreditation of Rehabilitation Facilities (CARF)
- Recruit, screen and refer individuals with barriers to employment to Goodwill for services
- Refer clients to appropriate community resources in order to meet basic needs
- Provide follow up services to clients and act as the liaison between client and employer
- Assisting clients in organizing and developing occupation and employment goals by using an individual service plan
- Conduct community outreach for Workforce Development programs at weekly Community Service Restitution orientations
- Manage program intake schedules and monthly Community Service Restitution calendar
- Collaborate with other Placement Specialists in order to promote a team atmosphere
- Active member in a committee that aims to assist older job seekers (age 55 and older)
- STIR (Stories to Inspire Results) Committee member

Achievements

- Successfully placed over 35 clients in stable employment in 2012
- Achieved one of the top three placement numbers in RTW+ in 2013
- Voted by colleagues as *Most Willing to Go Above and Beyond for Clients at GCC*

**Four Seasons Hotel and Resorts, Austin, TX**

Spa Coordinator- February 2011- October 2011

- Answered high volume phone calls in a professional manner
- Assisted Spa Director with marketing and sales promotion effectiveness by tracking customer demographics and weekly budgets on Microsoft excel
- Managed spa appointments for guests in Spa Soft
- Organized RSVP list and collected donations for annual "Yoga on the Lawn" benefiting Seton Shivers Cancer Center
- Assisted with front desk training for new spa employees
- Provided customer service and responded to the needs of the Four Season's high-end target guests
- Awarded employee of the month by Supervisor and colleagues

**INTERNSHIPS**

**Austin Convention and Visitor's Bureau- Austin Music Office, Austin, TX**

Music Intern- Spring 2010

- Assisted with the planning of a CD Release event for Austin Music Volume 9
- Developed an itinerary for the SXSW media reception at City Hall
- Communicated with event sponsors through email and phone calls
- Promoted Austin Music Volume 9 through social media sites
- Organized travel arrangements and meeting materials for Music Director
- Wrote bios for musicians performing at weekly City Council meetings
- Wrote a column for Austin Vida regarding Latin Music Month

**Dell Children's Medical Center Foundation of Central Texas, Austin, TX**

Intern- Summer 2009

- Assisted the Development Director and Foundation Coordinator with annual Radio-A-Thon
- Prepared donor thank-you letters and organized independent donor information on Microsoft Excel
- Developed volunteer badges and organized employee volunteer schedules

**EDUCATION**

**Texas State University- San Marcos**

**B.B.A in Marketing 3.82 GPA Summa Cum Laude**

# **Lani K. Hartnett, LMSW**

1905 Nueces St. Apt #319, Austin, TX 78705

(847) 571-1492 | lanih@email.arizona.edu

## **CAPABILITIES**

- Experience completing biopsychosocial intake assessments and diagnostic impressions for new clients
- Knowledge of and experience using expressive therapy techniques including sandtray and art therapy
- 2 years of experience in case management of up to 70 clients
- Knowledge of and experience using nonviolent crisis intervention, cognitive behavioral therapy techniques, and mindfulness techniques
- Knowledge of application processes for social programs including SNAP, TANF, BSS+, and ACA
- Certified Offender Employment Specialist (OES)
- Certified in Mental Health First Aid

## **EXPERIENCE HIGHLIGHT**

**Goodwill Central Texas, Austin, Texas**

**Placement Specialist II**

*September 2013 - present*

- Provide case management for up to 70 male clients including letter of explanation and resume writing, mock interviewing, and crisis management
- Facilitate job readiness for clients with criminal backgrounds
- Assist in short/long-term goal setting, budgeting, and career navigation

**Job Coach – Summer Youth Employment Program**

*Summer 2012*

- Trained and counseled 10 youth on stressors and appropriate workplace behaviors, attitude and attire
- Corrected negative behaviors and redirected youth to appropriate work activities

**Austin Shelter for Women and Children, Salvation Army, Austin, Texas**

*January 2013 – July 2013*

**MSSW Final Field Intern**

- Completed 3-5 new client intake assessments and diagnostic impressions per month
- Counseled up to 6 women, children and families utilizing art, sandtray, play and talk therapy techniques
- Facilitated 2 weekly groups per month including Conflict Resolution, Women's Process and Kids Play

**Goodwill Central Texas; Akins High School, Austin, Texas**

*January 2011 – December 2011*

**MSSW Intern**

- Counseled individuals with disabilities and/or barriers to employment as well as adolescents on a weekly basis on issues including depression, anxiety, social/workplace pressures, and difficult family relations
- Made appropriate referrals for drug and alcohol abuse, teenage pregnancy, and financial struggles
- Taught job readiness and computer skills courses for up to 15 clients
- Co-facilitated Anger Management and LGBTQ support groups of up to 25 students

**Special Education District of Lake County, Gages Lake, Illinois**

*April 2010 – July 2011*

**Substitute Teacher**

- Guided students in educational and self-esteem building activities
- Participated on multi-disciplinary team to address student's educational and personal needs
- Identified behavioral goals with student and staff
- Quickly adapted to challenging and diverse classroom situations

## **EDUCATION**

**The University of Texas at Austin, Austin, Texas**

*August 2013*

Master of Science in Social Work, Clinical Concentration

**The University of Arizona, Tucson, Arizona**

*December 2009*

Bachelor of Arts in Psychology, minors in Spanish and Sociology

## **CERTIFICATION / ADDITIONAL TRAINING**

Trained in: *Trauma Focused Cognitive Behavioral Therapy* (2012), *Nonviolent Crisis Intervention* (2010), and *Crisis Intervention and Victimology* (2009)

# SARAH VALDEZ-TATE

206 Clearday Dr. Austin, Texas 78745 \* (512) 426-1363 \* [sarah.valdez@gmail.com](mailto:sarah.valdez@gmail.com)

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## SUMMARY OF QUALIFICATIONS

**Social Services** Provide culturally competent and trauma informed services for People with Disabilities, Survivors of Trauma, Survivors of Domestic and Sexual Violence, Immigrants, People Experiencing Homelessness, Ex-Offenders, People with Low Literacy, People Experiencing Poverty

**Leadership** Lead a professional network, teams of peers, classrooms, clients, projects, and subcommittees

**Education/Facilitation** 8 years of experience teaching classes, workshops and facilitating trainings

**Bilingual** Speak Spanish, 8 years direct service experience with Latino community

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## WORK EXPERIENCE

**Employment Specialist III** Goodwill Central Texas 8/ 2009 – 8/ 2014  
Coordinated employment services program for domestic violence survivors; created unique curriculum and facilitated employment based trainings in English and Spanish; organized bilingual specialist meetings; documented statistics and service numbers for grant reports, maintained positive partnership between Goodwill and SafePlace; planned and coordinated resource fairs, work retreats, holiday parties, large presentations, client events

**Employment Specialist II** Goodwill Central Texas 8/ 2007 – 8/ 2009  
Provide case management for clients with various barriers to employment by addressing needs such as obtaining employment, housing, food, education, psychiatric and medical care, transportation, and financial assistance

**English as a Second Language Instructor** Capitol City Careers 8/ 2007 – 4/ 2010  
Teach beginning to advanced English to adults and professionals; tutor individuals on work related English, citizenship test studies, and English grammar

**English as a Foreign Language Teacher** Instituto Mexico-Americano de Cultura 8/ 2006 – 6/ 2007  
Taught beginning to advanced English grammar classes and writing courses to adults and young learners in Guadalajara, Jalisco; planned lessons for classes ranging from one hour to five hours; provided bilingual tutoring outside of the classroom to students in need of additional assistance

**Orientation Advisor** University of Texas at Austin 1/ 2004 – 8/ 2004; 1/ 2003 – 8/ 2003  
Organized and led a committee which prepared several campus social events; trained new student advisors; advised incoming freshmen on degree curriculum, prerequisites, and resources available at the University; facilitated large group discussions on diversity, social justice, campus issues and concerns

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## PROFESSIONAL MEMBERSHIPS

<b>Social Services Case Management Network</b> Executive Committee Chair, Chair Elect, Member	2010-2014
<b>Financial Literacy Coalition of Central Texas</b> Advisory Board Member	2012-present
<b>Texas Council for Developmental Disabilities Project</b> Advisory Board Member	2013-present
<b>Immigrant Services Network of Austin</b> Member	2008-2010
<b>Capitol City Careers</b> ESL Advisory Board Member	2010-2011

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## EDUCATION

**B.A. in Psychology; Minor in Spanish & Educational Psychology** University of Texas at Austin

**Teaching English as a Foreign Language (TEFL) Certification** International Teacher Training Organization



# SARAH VALDEZ-TATE

206 Clearday Dr. Austin, Texas 78745 \* (512) 426-1363 \* [sarah.valdez@gmail.com](mailto:sarah.valdez@gmail.com)

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## VOLUNTEER WORK

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**2<sup>nd</sup> Grade Bilingual Reading Coach** *Austin Partners in Reading*

Worked with small group of students on vocabulary, English fluency, reading comprehension

**Director/Cast** *"The Vagina Monologues"*

Coordinated rehearsals, production, sound, lighting, set design, and publicity; performed in English and Spanish

**Facilitator** *Intergroup Dialogue Course – University of Texas at Austin*

Facilitated accredited university course on diversity, gender, and sexism

**Educator** *Sexual Health Educator Program – University of Texas at Austin*

Taught classes and facilitated workshops regarding sexual health and safety

**Educator** *Voices Against Violence – University of Texas at Austin*

Assisted in development and presented nationally recognized educational workshops on relationship violence awareness and prevention

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## PROFESSIONAL REFERENCES

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- |  |  |
|--|--|
| <b>1. Marisa Rodriguez</b><br>(512) 748-1358 | <b>Supervisor: Goodwill Industries of Central Texas – Job Source Program</b> |
| <b>2. Sandra Molinari</b><br>(512) 356-1575  | <b>Supervisor: SafePlace &amp; Financial Literacy Coalition</b>              |
| <b>3. Andrea Horton</b><br>(210) 422-6338    | <b>Executive Committee: Social Services Case Management Network</b>          |
| <b>4. Dianne King</b><br>(512) 369-5944      | <b>Co-Worker: SafePlace, Texas Council for Disabilities Project</b>          |

# MICHAEL SANCHEZ

5620 Brougham Way  
Austin, Texas 78754  
512.748.2169.  
[michaelsanche@aol.com](mailto:michaelsanche@aol.com)

## HIGHLIGHT OF QUALIFICATIONS

Outstanding communication and interpersonal skills, bilingual, dependable, work well in teams, managerial experience and exceptional problem solving abilities.

### Education

St. Edward's University  
Bachelor of Arts in Psychology

May 2001  
Austin, Texas

### Work Experience

#### Goodwill Industries of Central Texas

Business Development Specialist

July 2012- Present

- Meet and network with employers to educate them on Goodwill services
- Screen clients and refer good candidates directly to employer partners
- Coordinate occupational skills training with a focus on HVAC and CDL

Placement Specialist III

July 2008- July 2012 Austin, Texas

- Manage Jobsource Center to ensure public is assisted and facilities are functional
- Recruit, screen, and refer individuals with barriers to employment to Goodwill services and employment
- Successfully case manage clients and equip them with necessary tools to seek and gain employment
- Outreach with other community agencies and organizations to offer appropriate client assistance
- Provide public presentations of Goodwill services to community and business sectors

#### Maximus

Research Analyst

December 2005 – July 2008  
Austin, Texas

- Researched and resolved complex cases involving Medicaid, CHIP, Food Stamps, and TANF
- Processed detailed solutions for appeals, complaints, and fair hearings in an accurate, timely manner
- Analyzed existing systems, programs, policies and organizational processes and make recommendations to management for design and development of new policies
- Provided detailed knowledge of current business policies, process mapping and accompanying documentation

#### Fajita Xpress

Part Owner/ Manager

July 2003- February 2005  
Austin, Texas

- Managed restaurant staff on day to day operations
- Co-facilitated all financial decisions ranging from inventory, employment, overhead expenses, marketing, and advertising
- Organized charitable events and relations with community.
- Developed financial strategies and reports for forecast of restaurant



## RELEVANT EXPERIENCE

- Project and Grant Management
- Management
- Administrative
- Case Management
- Client Focused Training

## SKILLS

- Proficient in Microsoft Office
- Type over 60 wpm
- Highly Organized
- Critical Thinking and Decision Making
- Customer Service

## PROFESSIONAL EXPERIENCE

### **Goodwill Industries of Central Texas**

#### *Project Coordinator*

**Austin, Texas**  
**March 2007-Present**

- Oversee city and county contracts which include preparing quarterly and annual close-out reports, internal audits, and monthly monitoring of budget and grant performance making adjustments as needed
- Provide staff supervision including approving of timesheets, ongoing staff training, monthly staff check-in's, conduct performance evaluations, and utilize positive reinforcement and corrective action, if needed
- Assist in supervision of daily activities at the Good Careers Academy, which provides occupational training such as CNA, Administrative Assistant, Accounting/Bookkeeping and PC Tech to enrolled adult students
- Distribute, monitor and reconcile supportive services each month; prepare monthly invoices
- Maintain a professional relationship with partnering agencies
- Assist in managing and resolving any customer service-related issues that may arise

#### *Placement Specialist III/Financial Literacy Trainer*

- Facilitated group financial classes for participants
- Worked with clients individual to develop a financial plan and budget
- Provided participants referrals to banks, network with community resources, and provide advocacy assistance in establishing bank accounts to assist participants with reaching financial goals.
- Assisted with completing City and County reports for social services programs including tracking and monitoring outcomes
- Prepared federal annual and mid-year reports for Responsible Fatherhood grant

#### *Placement Specialist II/Trainer*

- Delivered presentations to the general public about Goodwill's Job Source Program including general information and qualification guidelines
- Develop and maintain employer and community relationships
- Provide direct employment searching assistance and training to individuals with barriers to employment including individuals with criminal histories
- Provide retention services to employed participants
- Complete job readiness, career and education assessments for clients and develop individual service strategy with each client
- Prepared and maintain reports and documentation necessary for physical and electronic files and data base
- Facilitated financial trainings, resume writing and computer training for participants

### **Alamo Area Mutual Housing Association**

#### *Resident Coordinator*

**San Antonio, TX**  
**September 2005- March 2007**

- Facilitated youth program by devising and implementing Pathways lesson plan for structured youth groups between the ages of six through seventeen
- Assisted residents and young adults in developing self-sufficiency skills utilizing the Texas Workforce Commission online, counseling residents on interview techniques and resume preparation
- Coordinated and promoted community involvement activities and special projects
- Encouraged youth and resident participation through Board meetings, youth and resident meetings, Leadership classes, and committees

## EDUCATION

### **University of Texas at San Antonio**

Bachelor of Arts in Psychology



# BRIE MITCHELL

6911 Old Quarry Lane, Austin, Texas 78731 • 512-748-2673 • [brieahill@hotmail.com](mailto:brieahill@hotmail.com)

## EXPERIENCE HIGHLIGHTS

### **PROJECT COORDINATOR**, *Goodwill Central Texas*

September 2012 – Present

- Manage City of Austin, Ready to Work Plus (RTW+) grant - annual budget \$375K
- Supervise staff of 10
- Maintain relationships with partnering agencies
- Ensure accurate data reporting and compliance with program guidelines
- Submit quarterly report to city of grant performance

### **LEAD HOUSING SPECIALIST III/PLACEMENT**

#### **SPECIALIST III**, *Goodwill Central Texas*

March 2010 – September 2012

- Provided case management services and housing related information to low income persons
- Developed site specific program implementation
- Provided financial skills training
- Created policies and procedures for screening process workflow and paperwork
- Outreached to partner programs
- Performed assessments to determine level of need
- Outreached with other community agencies and organizations
- Provided public presentations of Goodwill services to community and business sectors

## **VOLUNTEER AND COMMUNICATIONS**

### **COORDINATOR**, *Foundation for the Homeless*

August 2009 – February 2010

- Developed organization monthly E-Newsletter
- Maintained and created all electrical media of the organization: Facebook, Twitter and electronic newsletter
- Solely developed the Volunteer Coordinator position
- Developed descriptions of volunteer positions and policies and procedures in the volunteer handbook
- Researched and pursued fundraising opportunities

### **MEMBER SERVICE COUNSELOR**, *A+ Federal Credit Union*

April 2004 - January 2008

- Responsible for performing duties and support to branch operational activities and financial services
- Processed new accounts and loan transactions
- Cross-sold the organizations products and services
- Promoted growth of organization by maintaining good customer relations

## SKILLS AND QUALITIES

Project Coordinator  
Analytical Thinker  
Problem Solver  
Creative Innovator  
Harmonizer  
Customer Focused  
Adaptable

## EDUCATION

### **BACHELOR IN LIBERAL ARTS, MASS**

#### **COMMUNICATION - ELECTRONIC MEDIA**

Texas State University, *San Marcos, Texas*

## COMMUNITY INVOLVEMENT

- **AMERICORPS MEMBER**, *Foundation for the Homeless*, August 2008- August 2009
- **VOLUNTEER COORDINATOR**, *Homeless Resource Fair*, 2008 – 2011  
Recruited and coordinated over 100 volunteers for the event (2010 and 2011)  
Sat on planning committee for the event (2010 and 2011)

## SPECIALIZED TRAINING

- **BODYPUMP INSTRUCTOR**, YMCA of Austin, October 2013 – Current
- **LEADERSHIP LEARNING PROGRAM 1 & 2**, Goodwill Industries of Central Texas, completed 2013
- **NOTARY PUBLIC**, expires 2015
- **CPR CERTIFIED**, expires 2014
- **BANKING AND CUSTOMER RELATIONS**, *Discover University, A+ Federal Credit Union*

# Marisa Rodriguez

1401 Enfield Rd # 212 marisa.rodriguez@austincentraltexas.org (512)748-1358

■ Grant Management ■ Team Building ■ Community Involvement ■ Program Development ■

## WORK EXPERIENCE

### Goodwill of Central Texas

#### •PROGRAM COORDINATOR

August 2007-Current

- Analyze and Review expenditures for grants and contracts
- Supervise collaborative programs with Team Project Coordinators in Housing Stability Programs – Rapid Re-housing, Best Single Source (BSS), Homelessness Housing Services Program (HHSP), Ready to Work Plus, WERC, Americorp, Travis County
- Maintain and monitor program documentation to ensure compliance with referral, accreditation, and compliance agencies.
- Cross-departmental project management with expertise use of information technology systems

### ATCIC Integral Care

#### •SERVICES COORDINATOR

January- July 2007

- Perform case management or services coordination work assisting clients
- Accessed or linked clients to medical, social, educational, financial, and other appropriate services/supports
- Co- Facilitate Women's Peer-to Peer Health Group
- Conducted focus group for Community Voice Mail (CVM)

### AVID A.I.S.D

#### •EDUCATOR for Advance Via Individual Determination

January 2004-2006

- College Preparatory elective class designed to reinforce student's academia
- Organized study groups and activities that help children learn as well as help teach children to engage in peer-to-peer tutoring
- Wrote individual tutoring plans in accordance to the individual needs of students
- Daily assessments of class productivity

## EDUCATION

Concordia University (Current)  
Masters of Business Administration  
(MBA)

The University of Texas at Austin  
Degree in Social Work (BSW)  
Minor: Psychology

The University of Texas at El Paso  
Undergraduate: Liberal Arts

## Activities/Accomplishments

Hispanic Austin Leadership with Austin Chamber of Commerce  
Alpha Phi Omega (Community Service Organization)  
Recipient of the George K. Herbert Endowed Scholarship  
*SHINE*: ESL Teacher for Elderly aspiring US citizenship  
Mexican American Cultural Committee

## Training/ Certifications

- Right Path Training- Focused on accessing career choices
- Ex-Offender Training- Outline of the barriers and language of ex-offenders/offenders
- Dynamics of Domestic Violence and Effective Intervention- Examine the model of effective intervention
- Microsoft Office - Intermediate Excel
- Ethics Training – Ethics in the workplace
- Financial Literacy- To assist clients to become financially stable
- Learning Leadership Program Series

# Tu C. Giang

tu.c.giang@gmail.com (281) 840-3976 1201 Broadmoor Drive #215 Austin, TX 78723

**Objective:** To obtain a full-time position in social services that will allow me to utilize both direct clinical and program management skills.

## Education

The University of Texas at Austin

**Master of Science in Social Work**, Community, Administration, and Leadership 2010  
**Bachelor of Arts**, Psychology; Asian Languages and Culture (Concentration in Chinese) 2007

## Languages

- Fluent in Spoken Vietnamese, Proficient in Mandarin Chinese

## Experience Highlights

**Goodwill Industries of Central Texas**, WDS Intake Specialist II 03/12-Present

- Performs phone and in-person screenings according to WDS guidelines and refer to programs as appropriate
- Conducts Job Source intakes and orientations, gathering relevant psychosocial information and eligibility documentation
- Provide grant recommendations according to appropriate eligibility guidelines
- Provided crisis intervention and resource referrals as appropriate
- Coordinate services and provide support with other department staff including Job Source, WDS Training, and EMS

**Operation: Good Jobs**, Veteran Placement Specialist

- Provided pre and post-employment case management services to veteran and their family members in the Austin area
- Conducted weekly veteran intake and orientation sessions for veterans referred from community partners
- Maintained community partnerships and attended outreach and training events as needed
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**Ready to Work Plus**, Placement Specialist

**Safeplace**

- Provided screening, intake, and employment case management to survivors of domestic violence referred by Safeplace survivor advocates and counselors

**Caritas Permanent Supportive Housing Programs**

- Provided intake and pre-employment and skills development services to dual-diagnosed residents of Caritas permanent supportive housing programs

**The Houston Launch Pad-Homeless Veterans Reintegration Program**, Case Manager 01/11-03/12

- Performed assessment interviews for homeless veterans seeking employment
- Engaged in employment counseling with veterans in the form of resume writing, mock interviews, job search
- Connected clients to community resources as necessary, including but not limited to: professional clothing, Veteran Affairs benefits and counseling, legal advocacy groups, substance abuse treatment, food stamps benefits, and transitional and permanent housing programs.
- Attended community meetings with the Houston Homeless Coalition, VA Homeless Forum, and VA Stand-down
- Worked with conditions including but not limited to: PTSD, depression, dual-diagnosed mental illness, substance abuse, chronic illness, and re-entry.
- Worked with veteran population ranging from Vietnam era to OIF/OEF
- Built and established relationships with employers advocating for the hiring veterans in the community
- Managed an independent quarterly budget for all veterans on caseload
- Developed outreach materials including brochures and business cards

**Sumpter and Gonzalez, LLP**, Social Work Intern 01/10-05/10

- Evaluated internal communication and service delivery system using staff interviews and process mapping
- Provided client support for juvenile clients and family system
- Performed investigation work for cases going to trial
- Attended Juvenile Justice Roundtable meetings

**University of Texas Center for Social Work Research**, Graduate Research Assistant 06/09-01/10

- Acquired knowledge about Texas Workforce Commission's childcare subsidy system
- Translated survey instrument into Vietnamese
- Conducted phone interviews for the Child Care Market Rate Study in English and Vietnamese

**Refugee Services of Texas, Inc.**, Social Work Intern/Reception and Placement Case Manager 08/08-06/09

- Gained thorough understanding of federal refugee resettlement policy
- Performed intakes for Extended Case Management Program with live interpretation
- Facilitated and edited bi-monthly cultural orientations
- Managed cases for Reception and Placement Program



# Tu C. Giang

tu.c.giang@gmail.com (281) 840-3976 1201 Broadmoor Drive #215 Austin, TX 78723

- Provided Vietnamese interpretation as needed

**Beijing Huiling Community Services for People with Learning Disabilities, Volunteer** 07/07-08/07

- Organized student volunteers for Three Primary Colors Arts and Craft Workshop

**Laboratory for Multicultural Processes and Mental Health, Research Assistant** 01/06-05/07

- Executed protocol for Mexican-American and African-American College Student Anxiety studies
- Conducted literature searches using academic databases
- Maintained research data using SPSS and Microsoft Excel

**International Relief Corps, Public Relations Officer** 09/03-05/06

- Created promotional materials for tuberculosis public health lecture on UT-Austin campus
- Collaborated in planning and promotion of North Korea Human Rights Awareness Week

**Students of the World, UT Chapter, Member** 02/04-08/04

- Collaborated with local Guatemalan NGO Mayalan to document and learn about the effects of civil war on the indigenous community

**Crisis Intervention of Houston, Teenline Volunteer** 12/01-04/03

- Conducted and documented suicide assessments as needed
- Provided resource referrals for clients using agency internal database

**American Hospice, Inc, Volunteer** 01/02-05-03

- Provided weekly emotional support for hospice clients on a weekly basis
- Maintained case notes for case manager and clients' families

# Gustavo Jiménez

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**Objective:** To maintain the Quality Assurance and Eligibility Coordinator position with Goodwill Industries of Central Texas.

**Experience** Nov. 10 – present Goodwill Industries of Central Texas Austin, TX

## **Quality Assurance Specialist**

- Train, educate, and support staff on a daily basis in the management of case files, data integrity, WIA eligibility, and exit guidelines
- Audit case files and TWIST to ensure all required documentation and data have been entered correctly and in a timely manner
- Control receipt of and record applicable policy updates
- Continually review processes and policies and make recommendations and revisions that improve existing quality standards
- Support department and Program Director during research and implementation phase of new programs by creating procedures, measurable metrics, and implementation plan

Dec. 08 – Feb. 10 Arbor Education & Training Laredo, TX

## **Assistant Project Accountant**

- Prepared accounts payable/accounts receivable vouchers
- Collected timesheets & processed payroll using *Kronos & ADP/Enterprise HRMS*
- Reconciled credit card account
- Collected, reviewed, and reconciled transportation logs & vouchers
- Collected & reviewed purchase requests, then wrote checks using *QuickBooks*
- Assisted in monthly closing & financial audits
- Trained supervisors & staff on various financial processes
- Maintained financial documents in an organized & logical manner

Sept. 08 – Dec. 08 Arbor Education & Training Laredo, TX

## **Quality Assurance Monitor**

- Developed & implemented corrective action plans
- Recorded, compiled, and analyzed performance figures to meet targets
- Evaluated internal reports & provided all monitoring documents on time
- Reviewed operation procedures & processes to ensure compliance with state & contract rules
- Offered guidance to supervisors & staff on performance measures & specific program guidelines

Jan. 08 – Sep. 08 Arbor Education & Training Laredo, TX

## **Program Tracker**

- Monitored customer eligibility (Choices & SNAP E&T) using various state-wide computer systems (SAVERR, TIERS, TWIST)
- Prepared reports & entered data for career specialists using TWIST reports
- Assigned, opened, transferred, and closed cases for career specialists
- Ensured all directives were followed & that all procedures were in compliance with state rules
- Gave brief presentations to all new customers regarding program requirements & guidelines

# Gustavo Jiménez

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June 07 – Jan. 08 Arbor Education & Training Laredo, TX

## **Career Specialist**

- Maintained a caseload of various programs (Choices, SNAP E&T, Project RIO, WIA) & helped customers identify & remove various barriers to employment
- Used various assessment tools to help customers attain self-sufficiency
- Knew & met performance measures through effective case & time management

Mar. 07 – June 07 Arbor Education & Training Laredo, TX

## **Support Services Specialist**

- Provided transportation vouchers to Choices, SNAP E&T, and WIA clients
- Maintained & reconciled distribution logs for support services
- Prepared child care forms to provide, continue, and terminate services for clients
- Maintained all documentation in an organized & logical manner
- General receptionist duties – answered telephone, greeted customers & maintained flow

**Education** Aug. 99 – May 04 Baylor University Waco, TX

## **B.B.A. – Entrepreneurship**

- Beta Gamma Sigma business honor society member
- Alpha Lambda Delta honor society member
- Minor in Spanish

**References** References are available on request.



# Molly Broadway, LMSW

2011-B Holland Ave, Austin, TX 78704

512-791-2545

Molly.broadway@gmail.com

## Summary of Skills

- Extensive practice in assessing needs and current emotional status of clients.
- Recent coursework of Diagnostic Statistical Manual to prepare for more thorough psychological assessment of individuals.
- Knowledge of Travis County area social services and other referable programs.
- Trauma informed care training    ▪ Over 10 years case management experience    ▪ Built curriculum for training programs

## Accomplishments and Experience:

### MSW Intern

August-December 2013

#### Disability Rights Texas

- Assisted policy staff on projects related to the Help America Vote Act, Affordable Healthcare Act, advanced directives statute, community based living and other topics affecting the disability community.
- Collaborated with various community leaders and groups on multiple policy issues.
- Performed research of bills, statutes and evidence based articles.

### Placement Specialist II

March 2007-Present

#### Goodwill Industries of Central Texas

- Worked in various departments and held several different positions involving Job Coach, Supervisor, Case Manager, and Trainer.
- Assessed clients and their needs through initial program intake and individual service planning.
- Listened to individual's needs and provided a forum where they could explore possible solutions and determine a plan of action.
- Planned and coordinated several work initiative programs that focused on building transferable work skills and transitioning into permanent employment for people with various barriers to employment.
- Developed and managed relationships of multiple job sites within Travis County to assist clients with job skills and internships.
- Provided resources for clients to obtain a high school diploma/GED or other appropriate education/training.
- Managed one of three co-horts during a summer work program. Responsible for the supervision of 100 youth, 4 job coaches, 1 teacher/trainer, and over 5 job sites throughout Travis County.
- Organized orientations, held three times monthly at various locations, to assist in outreach to potential clients.
- Helped in building curriculum and implementation of a new Job Readiness Training (JRT) program within Youth Services department that focused on training youth in effective job searching and retention skills.
- Created Standard Operating Procedure document for employment program within Youth Services division.
- Participated in internal Goodwill committees to improve employee satisfaction, community events
- Generated partnerships with other agencies to assist with client and agency needs in order to accomplish various goals.

# Molly Broadway, LMSW

2011-B Holland Ave, Austin, TX 78704

512-791-2545

Molly.broadway@gmail.com

## Intake Specialist Texas Advocacy Project

June 2005-March 2007

- Created a new domestic violence/sexual assault initiative targeted towards the LGBTQ community of Texas.
- Produced working relationships with other LGBTQ and Ally agencies throughout the state.
- Supervised 10 hotline and non-hotline volunteers while also training non-attorney hotline volunteers.
- Answered calls on three statewide legal hotlines. Managed amount of pending calls ranging from 30-140.
- Assessed the nature of each call, screened for possible conflicts of interest, determined if the calls were within program parameters.
- Referred accepted callers to staff hotline attorneys, referred declined callers to appropriate alternative service providers.
- Maintain accurate database records for all calls.
- Developed a 5-year retention plan policy for the civil division while volunteering.
- Kept and updated hotline resources and assisted with other administrative duties.

## Houseparent-Direct Youth Care St. Jude's Ranch for Children

May -November 2004

- Conducted assessment of youth's social and personal needs upon arrival and throughout residency while also keeping a case log for each resident under my supervision.
- Supervised daily "family" meetings with house residents.
- Focus on building social skills using the Boys' Town point card method.
- Insured that residents followed through on daily activities.
- Helped youth discover productive ways to voice their concerns.
- Assisted youth in preparing for employment.
- Case managed a total of 15 boys and girls ranging in ages from 12-18.
- Trained in crisis de-escalation and PMB method of physical restraint.

## Degrees/Professional Credentials:

- |   |                    |
|---|--------------------|
| • Licensed Master Social Worker, Texas                              | (temporary) Active |
| • Texas State University, Masters in Social Work                    | 2013               |
| • St. Edward's University, Bachelors Degree, Social Work, Cum Laude | 2003               |

## Committees/Community Collaborations:

- |   |           |
|---|-----------|
| • Committee Member, <i>Social Service Case Manager Network</i>  | Current   |
| • Ready By 21 subcommittee, <i>Youth Aging Out of Foster Care</i>   | 2009-2010 |
| • Planning Committee for Disability Mentoring Day<br><i>Sponsored by Mayor's Committee for People with Disabilities</i> | 2007-2009 |

**LESLIE BAILEY-SMITH, LCSW**

11312 Friendship Dr. Austin, TX

(512) 848-4471

Leslie.Bailey@austingoodwill.org

**SUMMARY OF QUALIFICATIONS:**

- Licensed Clinical Social Work
- Over 3 years supervisory and training experience
- Understanding of CRP services and DARS system
- Provided Supervision to over 30 interns from 5 different colleges
- Proven ability to successfully work in fast-paced, stressful environments with diverse client populations
- Program development, implementation, evaluation experience
- Knowledge of Austin area social service agencies and resources
- Ability to work on interdepartmental teams

**RELEVANT WORK EXPERIENCE****GOODWILL INC****Feb 2013-Current**

Austin, TX

**Internship Coordinator**

- Responsible for development, recruitment, and oversight of companywide internship program
- Provided supervision for over 30 interns including BSW, MSW, LPC, VRC, and Associate programs
- Developed internal internship program, policies, forms, and website
- Work with staff throughout organization to identify internship opportunities and intern supervisors

**GOODWILL INC****July 2010-Feb 2013**

Austin, TX

**CRP Clinical Supervisor**

- Oversees and Monitors implementation and reporting on over \$35,000 worth of community grants
- Developed business plan and reporting documents for Mental Health Program.
- Supervise implementation of CRP Mental Health services and screen referrals for eligibility
- Provide individual and group Counseling for consumers
- Provide internal CRP and WDS staff training
- Supervises all CRP interns, plus CRP staff that provide daily supervision
- Created and Implemented Consumer Engagement Program
- Assist with internal and external audits
- Provided public presentations on Goodwill and CRP services to Austin Mayor's Committee for People with Disabilities, Division for Blind Services, CHARMA, and New Hire and Annual Trainings, and Business of Work Seminar
- Assist in supervision of placement activities.
- Associate Member of the Austin Mayor's Committee for People with Disability, active in several community committees: Individuals with Developmental Disability Coalition, Disability Policy Consortium, One Voice

**GOODWILL INC****June 2009-July 2010**

Austin, TX

**Career Specialist**

- Assist clients with psychological, intellectual, and physical disabilities in securing and maintaining employment
- Completed \$5,000 in revenue for psychosocial assessments to determine employability
- Successfully made 9 Placements in the community-8 of which were made within 6 months.
- 88% of placed Consumers maintained 90 day or more of employment.
- Conduct job training and coaching including: resume writing, job seeking and interview skills, and appropriate work behavior



- Utilize various therapeutic techniques to motivate clients and address work-related and personal issues
- Responsible for running monthly retention and placement reports
- Participates in several community committees related to disability rights.
- Successfully Completed LLP1 series
- 

### **Summer Youth Employment Counselor**

- Provided case management for 160 at-risk youth during 3 month employment program
- Coached participants in job skill development
- Facilitated job readiness training including: resume writing, interviewing skills, workplace etiquette, and professionalism
- Provided and educated participants on conflict-resolution and effective communication
- Documented services and case notes in multi-agency database
- Coordinated service delivery with other staff and departments

### **BOTSHABELO-- MAGALIESBURG, SOUTH AFRICA**

International Social Work Intern

**Jan 7, 2009- April 24, 2009**

- Provided crisis intervention for children and adults involved in traumatic events
- Designed community map and assessed housing, medical, and financial resources for over 30 families
- Interviewed and compiled family lineages for village members
- Created student and community projects
- Evaluated potential fundraising events and their implementation
- Increase knowledge of cultural competency and working in culturally diverse environments

### **EDUCATION**

Licensed Clinical Social Worker-2013

Licensed Master Social Worker-2010

Master's of Science in Social Work

University of Texas- May 2009

Bachelor's of Art in History with minor in Biology and Chemistry

University of North Texas-December 2003

**Attachment C**  
**Job Descriptions**

**GOODWILL INDUSTRIES OF CENTRAL TEXAS  
YOUTH PLACEMENT SPECIALIST II  
Job Description/Performance Appraisal**

**SUPERVISED BY:** Youth Project Coordinator

**SUPERVISES:** N/A

**JOB OBJECTIVE:** Provide WIA youth services to WIA eligible youth participants. Follow WIA, YEP and GW policies and procedures regarding eligibility, documentation, service provision and performance attainment. After completing appropriate objective assessments, Individual Service plan, provide or arrange services necessary to enable the participant to enter post-secondary employment or training. Provide Follow-up services and track performance of clients after "exiting" from active services. Performs other duties as assigned.

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>BELOW EXPECTATION</b>	<b>MEETS EXPECTATIONS</b>	<b>EXCEEDS EXPECTATIONS</b>	<b>COMMENTS</b>
1. Provide program services (case management) for active and follow-up participants.				
2. Conduct objective assessment and develop Individual Service Plan (ISP) for eligible youth. ISP is reflective of services entered in the database system.				
3. Provide services agreed to in the ISP for each youth on the caseload, or provide referrals to appropriate providers and partners.				
4. Work with local employers in securing paid work experiences/internships for youth participants as outlined in the ISP plan for services				
5. Follow program policies and procedures with regard to all aspects of documentation and provision of services				
6. Enter and maintain required documentation into ECM and other paper and electronic systems in a timely manner and as designated by GW leadership with a high accuracy rate.				
7. Ensure a majority of program participants enter employment or enroll in post-secondary education.				
8. Ensure a majority of program participants attain a credential.				
9. Ensure a majority of basic skill deficient participants increase in educational functioning level.				
10. Ensure majority participants complete program within 24 months of entry.				
11. Works collaboratively with others, including other duties as assigned, to further the Goodwill Mission.				
<b>Total Score:</b>				

**YOUTH PLACEMENT SPECIALIST II - Job Description/Performance Appraisal -- Page 2**

**JOB LOCATION:** 1015 Norwood Boulevard / assigned location

**EQUIPMENT:** Computer and related equipment, office equipment.

**CRITICAL SKILLS:** BA or BS degree in Social Work, Vocational Rehabilitation, and Counseling, Sociology, Psychology, Health Care, Education or related field required. Two years experience in teaching job readiness skills in a classroom setting, career counseling, job readiness or job placement experience preferred. Good oral and written communication skills. Knowledge of community resources and skills in networking. Ability to use Windows based computer applications. TDL, good driving record, liability insurance, vehicle in good working condition to travel on work related business.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

**CURRENT GOALS:**

**COMPENSATION:**

Effective date: \_\_\_\_\_ Pay Group: 5 Job Title: Specialist  
Current Hourly Wage: \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_  
Other Compensation: \_\_\_\_\_

**EMPLOYEE NAME:** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_  
**90 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
The signature above indicates that the employee has read and understood this revised job description.

**APPRAISER**  
**SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**YOUTH JOB READINESS TRAINER**  
**Job Description/Performance Appraisal**

**SUPERVISED BY:** RTW Project Coordinator

**SUPERVISES:** NA

**JOB OBJECTIVE:** Instruct youth participants in pre and post employment skills. Responsible for curriculum development that includes job readiness, job retention, accessing post-secondary education, basic computer and financial literacy. Conduct student evaluations; promote post-secondary training and educational opportunities; maintain attendance and progress records, and report progress to appropriate case managers. Performs other duties as assigned.

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>Below Expectations</b>	<b>Meets Expectations</b>	<b>Exceed Expectations</b>	<b>Comments</b>
1. Demonstrate competence in JRT curriculum development, classroom instruction and management. Instruct participants in basic keyboard and desktop skills, Microsoft Office applications, and Internet searches.	1	2	3	
2. Provide job search and job retention training to Youth clients who are enrolled in Job Readiness/Pre-Employment Skills and Job Search Assistance Services.	1	2	3	
3. Follow the goals and activities developed in the Individual Service Strategy (ISS) for each youth attending JRT classes by coordinating with Employability Specialists.	1	2	3	
4. Maintain daily attendance and progress records for each youth participant and enter attendance into the ECM database systems.	1	2	3	
5. Job development and placement for youth. Develop and maintain employer and community relationships to facilitate the placements of clients in paid work experience and competitive employment.	1	2	3	
6. Secure paid work experience placements for youth and act as liaison between client and employer throughout the duration of this service.	1	2	3	
7. Assist Youth Services staff with securing employment documentation and maintain placement records for the department.	1	2	3	
8. Demonstrate proficiency assessing the learning needs of individual participants and providing engaging instructional methodologies.	1	2	3	
9. Establish and maintain open lines of communication with coordinator and Employability Specialists concerning academic, behavioral and vocational progress of participants.	1	2	3	
10. Participate in learning activities designed to enhance professional skills.	1	2	3	
11. Work collaboratively with others and perform other duties as needed to further the Goodwill Mission. Comply with corporate compliance policies.	1	2	3	

<b>POINT TOTAL</b>				
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**Transition Specialist II - Job Description/Performance Appraisal -- Page 2**

**JOB LOCATION:** 1015 Norwood Boulevard / assigned location

**EQUIPMENT:** Computer and related equipment, office equipment.

**CRITICAL SKILLS:** BA or BS degree in Education or related field required. One year experience in teaching job readiness training in a classroom setting preferred. Excellent oral and written communication skills. Knowledge of job readiness curriculum, community resources and skills in networking. Ability to use Windows based computer applications. TDL, good driving record, liability insurance, vehicle in good working condition to travel on work related business.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**  
See Self Evaluation

**PREVIOUS GOALS:**

**CURRENT GOALS:**

**COMPENSATION:**

Effective date: \_\_\_\_\_ Pay Group: 5 Job Title: Specialist  
 Current Hourly Wage: \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_  
 Other Compensation: \_\_\_\_\_

**EMPLOYEE NAME:** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_  
**90 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** X

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
 The signature above indicates that the employee has read and understood this revised job description.

**APPRAISER**  
**SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

# GOODWILL INDUSTRIES OF CENTRAL TEXAS YOUTH PROJECT COORDINATOR

## Job Description

**SUPERVISED BY:** WDS DIRECTOR  
**SUPERVISES:** Placement Specialists

**JOB OBJECTIVE:** Coordinate assigned programs and services that will support the successful transition of youth with disabilities and disadvantaging conditions from high school into post-secondary education and employment.

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTAT ION	MEETS EXPECTAT IONS	EXCEEDS EXPECTAT IONS	COMMENTS
1. Provide supervision and oversight to assigned programs and staff. Perform coordination and administrative duties as assigned.	1	2	3	
2. Train and monitor staff regarding related grant, contract and Goodwill policies and procedures and ensure compliance.				
3. Research and develop opportunities to expand and enhance services, geographical service areas and programs. Represent Youth Services in internal and external employer development activities.	1	2	3	
4. Ensure timely entry of client data in required systems. Audit client files in accordance with policies and procedures. Support all auditing processes.				
5. Monitor and track all program related expenditures and ensure program-related expenditures stay within budgetary constraints. Assist Program Manager in developing new and annual budgets.	1	2	3	
6. Support the coordination between summer employment, CBVI and job readiness training, paid and unpaid work experiences and placement services.	1	2	3	
7. Track and analyze client and service related data to ensure the department meets or exceeds all performance metrics. Make recommendations for continued improvement.	1	2	3	
8. Demonstrate ethics and comply with the Corporate Compliance Program. Complete required training hours. Work collaboratively with others and perform other duties as necessary to further the Goodwill mission.	1	2	3	
9. Meets the mandatory yearly training hours	1	2	3	

**WIA Employment and Post-Secondary Training Specialist: Job Description/Performance Appraisal -- Page 2**

**JOB LOCATION:** Goodwill Industries Central Office at 1015 Norwood Park Blvd., Austin, TX 78753  
**EQUIPMENT:** Computer and related equipment, office equipment, automobile.

**CRITICAL SKILLS:** **BA or BS degree in Social Work, Vocational Rehabilitation, Counseling, Sociology, Psychology, Education or related field required.** Requires a minimum of two years of experience in supporting youth in education, employment and/or post-secondary activities. One year of supervisory experience strongly preferred. Excellent oral and written communication skills required. Ability to use Windows based computer applications. TX Drivers License, good driving record, liability insurance, vehicle in good working condition to travel on work related business required.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

**GOALS:**

**COMPENSATION:**

Effective date: \_\_\_\_\_ Pay Group: \_\_\_\_\_ Job Title: Transition Coordinator  
Current Hourly Wage: \$ \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage:  
Other Compensation:

**EMPLOYEE** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_  
**90 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_  
**DATE:** \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_  
**DATE:** \_\_\_\_\_



## GOODWILL INDUSTRIES OF CENTRAL TEXAS

### Adult Placement Specialist II Job Description/Performance Appraisal Administrative / Non Exempt

**SUPERVISED BY:** Job Source Project Coordinator  
**SUPERVISES:** N/A  
**JOB OBJECTIVE:** This position is responsible for job development and placement for individuals with barriers to employment.

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTATION	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	COMMENTS
1. Job development and placement for clients with barriers to employment.	1	2	3	
2. Recruit, screen, and refer individuals with barriers to employment to Goodwill for services and employment opportunities.	1	2	3	
3. Provide employment assessment of clients for the individual service strategy.	1	2	3	
4. Provide case management to clients and offer appropriate referral assistance.	1	2	3	
5. Outreach with other community agencies and organizations.	1	2	3	
6. Provide public presentations of Goodwill services to community and business sectors.	1	2	3	
7. Provide follow-up services to clients and act as liaison between client and employer, if necessary, until at least, 90 day retention is completed.	1	2	3	
8. Work with other team members to achieve company goals and further the Goodwill mission.	1	2	3	
9. Prepare and maintain reports and documentation necessary for physical and electronic case files and data base.	1	2	3	
10. Attend staff meetings and other meetings as called.	1	2	3	
11. Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	
12. Meets Mandatory Yearly Training Hours requirement for this position.	1	2	3	
<b>Total Points</b>				

**JOB LOCATION:**

**EQUIPMENT:** Computer, Writing Implements

**CRITICAL SKILLS:** BA or BS degree and one year experience in employment counseling, placement, business, human services, or public administration. Good oral and written communication skills, including interviewing skills. Knowledge of Goodwill services and of community resources and business networking. Computer literate. TDL, liability insurance, vehicle in good working condition, clean driving record. Bi Lingual preferred English / Spanish.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

- 1.
- 2.
- 3.

**CURRENT GOALS:**

- 1.
- 2.
- 3.

**COMPENSATION:**

Effective \_\_\_\_\_

Current Hourly \$ \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \$ \_\_\_\_\_

Other Compensation: \_\_\_\_\_

**EMPLOYEE** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_  
**180 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

## GOODWILL INDUSTRIES OF CENTRAL TEXAS

### ADULT PLACEMENT SPECIALIST III Job Description/Performance Appraisal Non Exempt

**SUPERVISED BY:** Job Source Ready to Work Project Coordinator  
**SUPERVISES:** N/A

**JOB OBJECTIVE:** Serve as the lead staff member on specific program(s)/project(s) and coordinate services to assure program success. Responsible for job development, placement and case management for individuals with barriers to employment.

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTATION	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	COMMENTS
1. Manage, track, and monitor outcomes for specific programs and sites.	1	2	3	
2. Responsible for producing program specific and/or site reports.	1	2	3	
3. Develop skills to supervise/train staff dedicated to designated project(s)/program(s).	1	2	3	
4. Prepare and maintain reports and documentation necessary for physical and electronic case files and data base.	1	2	3	
5. Case Management and placement for clients with barriers to employment. Develop and maintain employer and community relationships to facilitate the placement of clients.	1	2	3	
6. Recruit, screen, and refer individuals with barriers to employment to Goodwill for services and employment opportunities.	1	2	3	
7. Provide employment assessment of clients for the individual service plan.	1	2	3	
8. Provide case management services to clients and offer appropriate referral assistance. Provide follow-up/retention services to clients and act as liaison between client and employer for a minimum of 90 days.	1	2	3	

9. Provide follow-up/retention services to clients and act as liaison between client and employer for a minimum of 90 days.	1	2	3	
10. Outreach with other community agencies and organizations	1	2	3	
11. Provide public presentations of Goodwill services to community and business sectors.	1	2	3	
12. Work with other team members to achieve company goals and further the Goodwill mission.	1	2	3	
13. Attend staff meetings and other meetings as called. Attend trainings to enhance skills.	1	2	3	
14. Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	
15. Meets the mandatory yearly training hours requirement for this position.	1	2	3	
<b>POINT TOTAL</b>				

**(JOB TITLE): Job Description/Performance Appraisal -- Page 2**

**JOB LOCATION:** 2001 Rosewood, Austin, TX 78702  
**EQUIPMENT:** Computer, Writing Implements

**CRITICAL SKILLS:** BA or BS degree, one year experience in employment counseling, placement, business, human services, teaching, or public administration, and one year employment with Goodwill. Good oral and written communication skills, including interviewing skills. Knowledge of Goodwill services and of community resources and business networking. Computer literate. TDL, liability insurance, vehicle in good working condition, clean driving record.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

1.



# GOODWILL INDUSTRIES OF CENTRAL TEXAS

## JOB READINESS TRAINER II Description/Performance Appraisal

SUPERVISED BY: WDS DIRECTOR  
SUPERVISES: NA

JOB OBJECTIVE: The position is responsible for teaching computer, life skills, and other classes, as needed. May be required to tutor participants individually. Responsible for updating and developing curriculum to reflect program.

ESSENTIAL JOB FUNCTIONS	Below Expectations	Meets Expectations	Exceeds Expectations	COMMENTS
1. Oversee quality of training materials including creating, editing, updating materials used in standard Job Source training classes. Also responsible for ensuring consistency among sites and other trainers.	1	2	3	
2. Provide training to Job Source Placement Specialists on topic: Intake procedures and Outlook/calendar training including the revision of appropriate training materials as needed.	1	2	3	
3. Provides assistance to Training Project Coordinator and trainers in effort to accomplish annual Training departmental goals. In addition, to taking lead on special projects.	1	2	3	
4. Instruct Job Source clients in pre-employment skills, including resume, application, interviewing skills, job readiness skills and computer skills.	1	2	3	
5. Maintain accurate and complete records as required by administrative regulations and policy. Accurately enter client assignments and training hours into ECM.	1	2	3	
6. Establish and maintain open lines of communication with Placement Specialists and Project Coordinators in regards to training curriculum and clients' needs.	1	2	3	
7. Participate in available staff development courses designed to enhance professional and leadership skills.	1	2	3	
8. Exhibit punctuality, professional behavior and expertise in classroom presentation and instruction.	1	2	3	
9. Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	
10. Meets mandatory annual training of twelve (12) hours requirement.	1	2	3	
11. Attend regularly scheduled Job Source meetings and other trainings.				
Point Total				

**JOB LOCATION:**

**EQUIPMENT:** 2001 Rosewood, Austin, Texas 78702  
Computer, writing implements, general office equipment, personal vehicle

**CRITICAL SKILLS:** **QUALIFICATIONS:** B.A. in Education, Business, Finance, Counseling and Guidance, Psychology, Educational Psychology, Sociology, Social Work or related field. Experience in non-traditional curriculum techniques and competencies and knowledge of community resources for socially disadvantaged individuals is a plus. Must have a minimum of 6 months classroom instruction or formal presentation experience. Excellent communication skills. Valid TDL and clean driving record, liability insurance, and personal auto required.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

1.

2.

**CURRENT GOALS:**

1.

2.

**COMPENSATION:**

Effective date: \_\_\_\_\_ Pay Group: 5 Job Title: Job Source  
Current Hourly Wage: \$ \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly \$ \_\_\_\_\_  
Other Compensation: \_\_\_\_\_

**EMPLOYEE NAME:** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_  
**180 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_  
**DATE:** \_\_\_\_\_

# GOODWILL INDUSTRIES OF CENTRAL TEXAS

## RTW College and Career Navigator Job Description Performance Appraisal Administrative / Non Exempt

**SUPERVISED BY:** Project Coordinator  
**SUPERVISES:** N/A

**JOB OBJECTIVE:** This position is responsible for providing career exploration activities and coaching to assist clients to navigate post-secondary school education and training options and appropriate career opportunities. This position is also responsible for college and career preparation training for individuals with barriers to employment.

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTATION	MEETS EXPECTATIONS	EXCEEDS EXPECTATION 3	COMMENTS
1. Oversee quality of training materials including creating, editing, updating materials used in standard Job Source training classes.	1	2	3	
2. Provide one-on-one or group career assessment and exploration activities to allow clients to recognize need for vocational training to lead to higher-wage employment opportunities.	1	2	3	
3. Instruct Job Source clients in study skills and habits, college terminology, goal setting, financial aid, student success, and career navigation.	1	2	3	
4. Facilitate activities that expose clients to post-secondary education and training opportunities including tours of local colleges and vocational training facilities.	1	2	3	
5. Develop and maintain individual career and training plans to address client's individual needs and maintains progress reports for each client.	1	2	3	
6. Participate in available staff development courses designed to enhance professional and leadership skills.	1	2	3	
7. Exhibit punctuality, professional behavior and expertise in classroom presentation and instruction	1	2	3	
8. Establish and maintain open lines of communication with Placement Specialists, Life Coaches, Job Readiness Trainers, and Project Coordinators in regards to training curriculum, college and career navigation, and clients' needs.	1	2	3	
9. Meets mandatory annual training of twelve (12) hours requirement.	1	2	3	
10. Maintain accurate and complete records as required by administrative regulations and policy. Accurately enter client assignments and training hours into ECM.	1	2	3	
11. Attend regularly scheduled Job Source team, staff and Mission Services meetings and other trainings.	1	2	3	
12. Demonstrate ethics and comply with the Corporate Compliance Program.	1	2	3	

	POINT TOTAL				
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(College and Career Navigator): Job Description/Performance Appraisal -- Page 2

**JOB LOCATION:** 1817 East 6<sup>th</sup> Street, Austin, TX 78702

**EQUIPMENT:** Computer, writing implements, general office equipment, personal vehicle

**CRITICAL SKILLS:** BA or BS degree is required and two years of experience in employment counseling, job placement, education, business, human services, public administration, criminal justice, or related field. Experience teaching, training, tutoring, or working with socially disadvantaged individuals (e.g. Homeless, Ex-offenders, and Low Literacy, etc.) is required. Experience developing classroom or resource materials for students or clients. Excellent oral and written communication skills. Extensive experience with Microsoft Office (Word, Excel, PowerPoint, Outlook), and other Social Media applications. Valid TDL and good driving record, liability insurance, and personal vehicle required for this position. The ability to conduct training sessions in both English and Spanish is strongly preferred.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

1.

2.

3.

**CURRENT GOALS:**

1.

2.

3.

**COMPENSATION:**

Effective \_\_\_\_\_

Current Hourly \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \$ \_\_\_\_\_

Other Compensation:

**EMPLOYEE** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_

**180 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:**

**TITLE:**

**DATE:**



## GOODWILL INDUSTRIES OF CENTRAL TEXAS

## Employer Business Developer

## Job Description/Performance Appraisal

## Administrative / Exempt

SUPERVISED BY: Business Development Coordinator

SUPERVISES:

JOB OBJECTIVE: This position is responsible for building business relationships with clients to drive revenue, increase community Visibility, and represent the organization at business related functions.

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTATION	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	COMMENTS
1. Prepare an employer plan each week, targeting priority employers and list contacts. Complete entry into spreadsheet data base.	1	2	3	
2. Achieve monthly/quarterly/annual goals. Strategically target industries that will increase employment opportunities for Goodwill.	1	2	3	
3. Work with placement specialists to ensure that the best clients are placed and/or interviewed.	1	2	3	
4. Take accurate job feedback from employers; inquire about critical skills to ensure placement specialists can identify the best applicant. Communication with placement specialists is productive and respectful.	1	2	3	
5. Effectively interact with internal business development partners to further business development growth in all GICT areas when possible.	1	2	3	
6. Work effectively with GCA to ensure client availability is accurate, with a goal that all GCA graduates are screened for employment opportunities.	1	2	3	
7. Engage in marketing activities through increasing visibility within the community by participation in external events at least two per month.	1	2	3	
8. Complete 12 hours of training each calendar year as required by policy.	1	2	3	
9. Contributes towards achievement of program goals and objectives. This is measured by attainment of employers relations, and placement goals.	1	2	3	
10. Demonstrates Goodwill Ethic/Values	1	2	3	
11. Ensure client's work environment is safe by asking questions and stressing the importance of safety for our temps.	1	2	3	
POINT TOTAL				

**Employer Developer: Job Description/Performance Appraisal**

**JOB LOCATION:** Goodwill Industries of Central Texas 1015 Norwood Park Blvd. Austin, Texas 78753-6600  
**EQUIPMENT:** Computer, telephone, printer, fax, iPad, iPhone

**CRITICAL SKILLS:** Bachelors College Degree or equivalent. Good oral and written communication skills including interviewing skills. Knowledge of Goodwill services and community resources including networking skills. Computer literate, Microsoft Office experience, 1-2 years business experience, TDL, liability insurance, vehicle in good working condition, good driving record.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**Current Goals**

- 1.
- 2.
- 3.

**Previous Goals:**

**COMPENSATION:**

Effective date: \_\_\_\_\_

Current Hourly Wage: \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_

Other Compensation: \_\_\_\_\_

**EMPLOYEE NAME:** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_

**90 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**RECEIVED NEW JOB DESCRIPTION:** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**Job Source Project Coordinator (ADULT)**  
**Job Description/Performance Appraisal**  
**Exempt**

**SUPERVISED**      Job Source Program Coordinator  
**BY:**  
**SUPERVISES:**      Job Source Placement Specialists (PS II)

**JOB**                      To assist with the provision of quality services to JS Clients and to provide supervision  
**OBJECTIVE:**        of Job Source Placement Specialists and activities

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>BELOW EXPECTATION</b>	<b>MEETS EXPECTATIONS</b>	<b>EXCEEDS EXPECTATIONS</b>	<b>COMMENTS</b>
1. Provides leadership to Job Source staff to accomplish goals.	1	2	3	
2. Directs, supervises and coordinates daily activities of Placement Specialists.	1	2	3	
3. Responsible for monitoring Job Source services to ensure a consistent level of quality.	1	2	3	
4. Provides assistance to Job Source Program Coordinator, Manager and staff in documenting measures and outcomes for annual and semiannual reports.	1	2	3	
5. Maintain and monitor program documentation to ensure compliance with referral, accreditation, and compliance agencies.	1	2	3	
6. Assist with coordination of all intakes, eligibility determination, program enrollment, termination and referral services to applications.	1	2	3	
7. Coordinate with IT the set up and maintenance of communication and technology devices at sites.	1	2	3	
8. Assists Placement Specialists with carrying out specific contract obligations.	1	2	3	
9. Manages incentives (work rewards) for specific group of staff supervised, as well as monitor supportive service activity.	1	2	3	
10. Assist with the training of new employees.	1	2	3	
11. Attend staff and other organization meetings as required by Workforce Development.	1	2	3	
12. Demonstrates ethics and complies with Corporate Compliance Program	1	2	3	
13. Meets Mandatory Yearly Training Hours requirement for this position.	1	2	3	

Total Points				
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**JOB** Various site locations.

**LOCATION:**

**EQUIPMENT:** Computer, telephone, standard office equipment & writing implements.

**CRITICAL SKILLS:** BA or BS degree and two years experience in employment counseling, placement, business, human services, or public administration, and two years experience working with individuals who have barriers to employment. Good oral and written communication skills, including interviewing skills. Knowledge of Goodwill services and of community resources and business networking. Computer literate. TDL, liability insurance, vehicle in good working condition, clean driving record.

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

NA

**NEW GOALS:**

**COMPENSATION:**

Effective date: \_\_\_\_\_

Current Hourly Wage: \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_

Other Compensation: \_\_\_\_\_

**EMPLOYEE NAME:** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_

**90 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_

**TITLE:** CRP Manager \_\_\_\_\_ **DATE:** \_\_\_\_\_



## GOODWILL INDUSTRIES OF CENTRAL TEXAS

### Program Coordinator/ Grant Manager Job Description/Performance Appraisal

**SUPERVISED BY:** WDS Director  
**SUPERVISES:** Job Source Staff

**JOB OBJECTIVE:** The position is responsible for the management client data input/collection and reporting of program services and supervisory responsibility for staff.

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>BELOW EXPECTATION 1</b>	<b>MEETS EXPECTATIONS 2</b>	<b>EXCEEDS EXPECTATIONS 3</b>	<b>COMMENTS</b>
1. Assist Workforce Director to direct, supervise and coordinate all daily activities to assure program grant goals and standards are met.	1	2	3	
2. Coordinate staff on matters of policy and procedures. Direct client program services from Outreach to Retention.	1	2	3	
3. Document and review client data entered into CTS by Job Source personnel. Provide reports as requested by Program Manager.	1	2	3	
4. Coordinate all intakes, eligibility determination, program enrollment, termination and referral services to applications.	1	2	3	
5. Coordinate with IT the set up and maintenance of communication and technology devices at sites.	1	2	3	
6. Provide public presentations of Goodwill services to the community and business sector.	1	2	3	
7. Complete special projects such as program documentation, news articles, posters and forms.	1	2	3	
8. Outreach with other community based organizations through meetings, presentations, and handouts.	1	2	3	
9. Assist Program Manager in both grant and budget development and preparation.	1	2	3	
10. Attend staff and other organization meetings as required of Workforce Development.	1	2	3	
11. Work with other Goodwill team members to achieve company goals and further the Goodwill Mission.	1	2	3	
12. Demonstrates ethics and adheres to Corporate Compliance Program.	1	2	3	

13. Meets Mandatory Yearly Training Hours requirement for this position.	1	2	3	
POINT TOTAL				

(JOB TITLE): Job Description/Performance Appraisal -- Page 2

JOB LOCATION: 2001 Rosewood, Austin, Texas 78702  
EQUIPMENT: Computer, Printer, Fax, Copier, Calculator

CRITICAL SKILLS: BA or BS degree in Social Work, Vocational Rehabilitation, Counseling, Sociology, Psychology, Health Care, Education or related field, Required. Computer literacy. Good oral and written communication skills and one year experience working with people with barriers to employment, Preferred. TDL, good driving record, liability insurance and vehicle in good working condition to travel to business sites, Required.

APPRAISER COMMENTS:

EMPLOYEE COMMENTS:

PREVIOUS GOALS:

CURRENT GOALS:

COMPENSATION:

Effective \_\_\_\_\_  
Current Hourly \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_  
Other Compensation:

EMPLOYEE \_\_\_\_\_ HIRE DATE: \_\_\_\_\_  
180 DAY APPRAISAL \_\_\_\_\_ ANNUAL APPRAISAL \_\_\_\_\_

EMPLOYEE SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

APPRAISER SIGNATURE: \_\_\_\_\_ TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

# GOODWILL INDUSTRIES OF CENTRAL TEXAS

## Workforce Development Intake Specialist (ADULT) Job Description/Performance Appraisal Administrative / Non Exempt

**SUPERVISED BY:** Workforce Development Intake and Outreach PC  
**SUPERVISES:** N/A  
**JOB OBJECTIVE:** Perform intake and eligibility services for individuals interested in Goodwill's Workforce Development programs and conduct outreach to recruit eligible and suitable participants.

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTATION	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	COMMENTS
1. Pre-screen applicants via phone and in-person to direct them to the most appropriate program or referral source.	1	2	3	
2. Provide accurate, thorough intake and referral services to applicants.	1	2	3	
3. Process eligibility documentation to enroll applicants in grant funded programs.	1	2	3	
4. Enter required intake and eligibility data into ECM in a timely manner and forward paperwork to appropriate staff.	1	2	3	
5. Communicate regularly with Project Coordinators to ensure participants are provided timely services, appropriate referrals are being made into programs, and enrollment outcomes are being met.	1	2	3	
6. Obtain updates from staff on grants, new programs, and enrollment needs.	1	2	3	
7. Report weekly and monthly progress to coordinator.	1	2	3	
8. Complete special projects as needed to help further develop and improve the Intake Department.	1	2	3	
9. Work with other team members to achieve company goals and further the Goodwill mission.	1	2	3	
10. Outreach to other community agencies in order to enroll suitable participants in Goodwill's Workforce Development programs. Adhere to quarterly and annual outreach plan and solicit feedback from Project Coordinators	1	2	3	
11. Develop and maintain relationships with targeted referral sources and as needed, provide suggestions for further improvement.	1	2	3	
12. Attend staff meetings and other meetings as called.				
13. Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	

14. Meets Mandatory Yearly Training Hours requirement for this position.	1	2	3	
<b>Total Points</b>				

(JOB TITLE): Job Description/Performance Appraisal -- Page 2

**JOB LOCATION:**

**EQUIPMENT:** Computer, Writing Implements

**CRITICAL SKILLS:** BA or BS degree in Social Work, Vocational Rehabilitation, Counseling, Sociology, Psychology, Public Administration, Education, or other related field. At least one year of experience in intake and program eligibility, employment counseling, placement, public administration, or social services preferred. Excellent critical thinking skills, knowledge of community resources, and ability to network with other agencies. Good oral and written communication skills, including interviewing skills. Computer literate. TDL, liability insurance, vehicle in good working condition, clean driving record. Bi Lingual English / Spanish preferred.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

**CURRENT GOALS:**

**COMPENSATION:**

Effective \_\_\_\_\_

Current Hourly \$ \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \$ \_\_\_\_\_

Other Compensation: \_\_\_\_\_

**EMPLOYEE** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_

**180 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_ **TITLE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**Quality Assurance Eligibility Specialist**  
**Job Description/Performance Appraisal**

**SUPERVISED BY:** Workforce Development Director

**Job Objective:**

Quality monitoring and assurance will ensure all work performed by department is of the highest quality free from flaws or errors. To ensure program conformance while creating, supporting and

ESSENTIAL JOB FUNCTIONS	BELOW EXPECTATION	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	COMMENTS
1. Train, educate, and support staff on a daily basis in the management of case files, data entry integrity, eligibility and exit guidelines.	1	2	3	
2. Audit case files to ensure all required information has been entered correctly and timely.	1	2	3	
3. Conduct monthly analysis of case file review results. Document trends of non-compliance with policy and contract requirements. Report results to Program Director	1	2	3	
4. Control receipt of and record applicable policy updates. Incorporate into existing policy and procedures manual.	1	2	3	
5. Monitor, record, and disseminate changes related to program and C.A.R.F. and City standards.				
6. Continually review processes and policies, make recommendations and revisions that improve upon existing quality standards.	1	2	3	
7. Supports department and Program Manager during implementation phase of new programs by creating procedures, measurable metrics, and implementation plan.	1	2	3	
8. Works collaboratively with others, including other duties as assigned, to further the Goodwill Mission.				
9. Attend staff meetings and other meetings as called. Attend trainings to enhance skills.	1	2	3	
10 Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	
11. Meets the mandatory yearly training hours requirement for this position.	1	2	3	
POINT TOTAL				

Job Description – Performance Appraisal  
Quality Assurance and Eligibility Specialist  
Page 2

JOB LOCATION: 1015 Norwood Park Boulevard

EQUIPMENT: Car, computer, telephone, standard office equipment & writing implements.

**CRITICAL SKILLS:** Ability to communicate effectively both written and verbal with ability to write detailed work instructions. Analytical, problem solving, planning and organizational skills with ability to work and finish within dead line requirements. Proficient in Excel, Microsoft Office and other software. Ability to facilitate discussion that drives departmental continuous improvement strategies. Work experience in quality management and measurement preferred.

APPRAISER COMMENTS:

EMPLOYEE COMMENTS:

PREVIOUS YEAR'S GOALS:

1.

2.

NEW GOALS:

1.

2.

COMPENSATION:

Effective date: \_\_\_\_\_

Current Hourly Wage: \$ \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \$ \_\_\_\_\_

Other Compensation: \_\_\_\_\_

EMPLOYEE NAME: \_\_\_\_\_ HIRE DATE: \_\_\_\_\_

180 DAY APPRAISAL \_\_\_\_\_ ANNUAL APPRAISAL \_\_\_\_\_

EMPLOYEE SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

APPRAISER SIGNATURE: \_\_\_\_\_ TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_

# GOODWILL INDUSTRIES OF CENTRAL TEXAS

## Grant Accountant Job Description/Performance Appraisal

### Administrative / non-exempt

**SUPERVISED BY:** Grant Accountant Monitor  
**SUPERVISES:** N/A

**JOB OBJECTIVE:** The position is responsible for assisting the grant accountant monitor with grant accounting, and billing.

ESSENTIAL JOB FUNCTIONS	Below Expectations	Meets Expectations	Exceeds Expectations	COMMENTS
1. Assist with review of accounts payable invoices related to grants for compliance with grant requirements prior to payment	1	2	3	
2. Assist with cost allocations for grants.	1	2	3	
3. Assist with preparation and submission of grant billings by due dates.	1	2	3	
4. Assist with reporting to program managers.	1	2	3	
5. Assist with ensuring that all grants are in financial compliance with OMB Circulars and any other grant fiscal requirements.	1	2	3	
6. Assist with preparation reports for VP of Workforce Development and VP Financial Services.	1	2	3	
7. Complete required training hours.	1	2	3	
8. Attend Staff , Funder , and Partner meetings as required.	1	2	3	
9. Work collaboratively with others to further the Goodwill mission.	1	2	3	
10. Demonstrate ethics and complies with Corporate Compliance Program.	1	2	3	

POINT TOTAL				
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Grant Accountant Page 2

**JOB LOCATION:** 1015 Norwood Park Blvd.

**EQUIPMENT:** Computer, writing implements, general office equipment, personal vehicle

**CRITICAL SKILLS:** College degree in accounting with at least two years grant related experience. Must be proficient in Microsoft excel and word. Valid TDL, good driving record, liability insurance, and personal auto required.

**APPRAISER COMMENTS:**

**EMPLOYEE COMMENTS:**

**PREVIOUS GOALS:**

See Self Evaluation

CURRENT GOALS:

**COMPENSATION:**

Effective date: \_\_\_\_\_ Pay Group: 7 Job Title: Grant Accountant

Current Hourly Wage: \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_

Other Compensation:

EMPLOYEE NAME: \_\_\_\_\_ HIRE DATE: \_\_\_\_\_

90 DAY APPRAISAL \_\_\_\_\_ ANNUAL APPRAISAL \_\_\_\_\_

RECEIVED NEW JOB DESCRIPTION: \_\_\_\_\_ DATE: \_\_\_\_\_

EMPLOYEE SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

APPRAISER SIGNATURE: \_\_\_\_\_

TITLE: \_\_\_\_\_ DATE: \_\_\_\_\_



**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**Bridge Placement Specialist**  
**Job Description/Performance Appraisal**

**Administrative / Non Exempt**

**SUPERVISED BY:** RTW Project Coordinator

**To prepare persons with disabilities to obtain jobs in the community, assist in placing persons in jobs, and to provide follow-up support after placement.**

**Job Objective:**

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>BELOW EXPECTATION</b>	<b>MEETS EXPECTATIONS</b>	<b>EXCEEDS EXPECTATIONS</b>	<b>COMMENTS</b>
1 Job Development and placement for individuals with disabilities including physical and psychiatric.	1	2	3	
2. Provide job readiness training including resume creation, interviewing, job search, accommodation requests, and interpersonal skills training	1	2	3	
3. Provide case management referral to individuals seeking assistance with basic needs such as SNAP, SSDI/SSI, MAP/health insurance, TANF, transportation or legal resources	1	2	3	
4. Provide retention services to ensure job retention is achieved. Act as liaison between consumer and employer to resolve job related issues especially related to accommodation needs	1	2	3	
5. Outreach with employers, community agencies and organizations for employment opportunities and other consumer support services	1	2	3	
6. Provide supportive case management and training related to interpersonal and behavioral skills needed to be successful in employment. Provide mental health referrals to partner agencies as needed.	1	2	3	
7. Work with other team members to generate employment opportunities for consumers	1	2	3	
8. Prepare and maintain reports and documentation required for physical and electronic case files.	1	2	3	
9. Work collaboratively with partner agencies and psychiatric care providers to assist consumer with wrap-around services needed for reaching employment goals	1	2	3	
10. Work effectively as a team member. Participate actively in scheduled meetings	1	2	3	
11..Work collaboratively with others to further the Goodwill Mission	1	2	3	
12. Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	

Bridge Placement Specialist I: Job Description/Performance Appraisal – Page 2

JOB LOCATION: GCC and Partner Agencies  
EQUIPMENT: Car, computer, telephone, standard office equipment & writing implements.

CRITICAL SKILLS: BA or BS degree in Social Work, Vocational Rehabilitation, Counseling, Sociology, Psychology, or related field and experience in employment counseling with persons with disabilities or barriers to employment. Basic understanding of ADA and accommodations. Knowledge of community resources, skill in business networking, good oral and written communications skills. Must have a clean criminal background. TDL, good driving record, liability insurance, and vehicle in good working condition to travel to worksites. Bilingual English/Spanish preferred.

APPRAISER COMMENTS:

EMPLOYEE COMMENTS: see comments

PREVIOUS GOALS:

NEW GOALS:

COMPENSATION: \$16.50

Effective date: \_\_\_\_\_  
Current Hourly Wage: \_\_\_\_\_ X Percent Change na = New Hourly Wage: \$ \_\_\_\_\_  
Other Compensation:

EMPLOYEE NAME: \_\_\_\_\_ HIRE DATE: \_\_\_\_\_  
90 DAY APPRAISAL \_\_\_\_\_ ANNUAL APPRAISAL \_\_\_\_\_

EMPLOYEE SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_  
The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

APPRAISER SIGNATURE: \_\_\_\_\_ TITLE: CRP  
Manager \_\_\_\_\_ DATE: \_\_\_\_\_

**GOODWILL INDUSTRIES OF CENTRAL TEXAS****Bridge Project Coordinator****Job Description/Performance Appraisal****SUPERVISED** Workforce Development Coordinator**BY:****SUPERVISES:** Bridge Placement Specialist

**JOB** To assist with the provision of quality services to individuals participating in Bridge  
**OBJECTIVE:** services and to provide supervision of Bridge Job Placement activities.

<b>ESSENTIAL JOB FUNCTIONS</b>	<b>BELOW EXPECTATION</b>	<b>MEETS EXPECTATIONS</b>	<b>EXCEEDS EXPECTATIONS</b>	<b>COMMENTS</b>
1. Provides leadership Bridge Job Placement staff to accomplish goals	1	2	3	
2. Directs, supervises and coordinates daily activities of Bridge Staff.	1	2	3	
3. Responsible for monitoring Bridge services, metric tracking, and grant reporting	1	2	3	
4. Provides assistance to Mission Services manager and staff in documenting measures and outcomes for annual and semiannual reports.	1	2	3	
5. Maintain and monitor program documentation to ensure compliance with referral, grant funders, and regulatory agencies.	1	2	3	
6. Assists Bridge Placement Specialist regarding disability-related issues, including assessment, ADA, accessibility and referral to DARS when appropriate	1	2	3	
7. Directs, supervises and coordinates safety activities.	1	2	3	
8. Supervise and coordinate activities of contract job coaches.	1	2	3	
9. Work with other RTWC Project Coordinators and staff to oversee program/grant budgets and monitor outcomes, expenditures and revenue.	1	2	3	
10. Assists as needed with Bridge services, including community referrals, orientation/intake, case management, placement and retention.	1	2	3	
11. Supervises ongoing supports to Bridge consumers who have been placed in employment to ensure job retention.	1	2	3	
12. Works collaboratively with others to further the Goodwill mission.	1	2	3	
13. Demonstrates ethics and complies with Corporate Compliance Program.	1	2	3	

**JOB** Main facility with travel throughout territory to Goodwill sites.  
**LOCATION:**  
**EQUIPMENT:** Computer, telephone, standard office equipment & writing implements.  
**CRITICAL SKILLS:** Master's degree social work, vocational rehabilitation, education or in related field and two years' experience working with individuals with disabilities required. 1 year of supervisory experience preferred. Good oral and written communication skills required. Possess leadership and management skills. Possess creative and strong problem solving skills. TDL, good driving record current liability insurance and personal vehicle required. Bilingual(English/Spanish) preferred.

**COMPENSATION:**

Effective date: \_\_\_\_\_

Current Hourly Wage: \_\_\_\_\_ X Percent Change \_\_\_\_\_ = New Hourly Wage: \_\_\_\_\_

Other Compensation: \_\_\_\_\_

**EMPLOYEE NAME:** \_\_\_\_\_ **HIRE DATE:** \_\_\_\_\_

**90 DAY APPRAISAL** \_\_\_\_\_ **ANNUAL APPRAISAL** \_\_\_\_\_

**EMPLOYEE SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_

The signature above indicates that the employee has read and understood the job description and/or performance appraisal.

**APPRAISER SIGNATURE:** \_\_\_\_\_

**TITLE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_



## **Capital Area Counseling**

**Position Title: Counseling Coordinator**

### **Responsibilities:**

- Coordinate with Goodwill Industries of Central Texas staff on programmatic and fiscal needs
- Provide a safe counseling space to conduct group sessions with GICT clients twice a week
- Ensure each group is staffed appropriately and provide back-up coverage as needed
- Identify clients needing additional counseling sessions and facilitate the scheduling process
- Report the number of individual and group sessions conducted with GICT clients on a monthly basis
- Attend bi-annual meetings with GICT Project Coordinator and other key staff to ensure the success of partnership and program outcomes

### **Requirements:**

Licensed clinician.

## **Attachment D**

### **Relevant Goodwill Policies and Procedures**

# **GOODWILL INDUSTRIES OF CENTRAL TEXAS**

## **Policy 635 — Use of Tobacco Products**

All buildings, attended donation centers and vehicles operated on company time will be tobacco/smoke free. The use of tobacco products may be used in designated areas only.

## **Board of Directors Committee**

HR & PP, Policy & Services, Finance & Services

## **Dates of Review**

23-February-2001, 29-November-2001, 28-August-2007, 17-September, 2009, 19-October-2010, 27-October-2011, 23-October-2012, 24-October-2013

## **Original Version**

17-December-1999



**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**STANDARD OPERATING PROCEDURES**

<b>UNIT:</b> Human Resources	<b>DOCUMENT NO.</b> WI – 6060-51	<b>PAGE</b> - 1 -
<b>SUBJECT:</b> Nursing Mothers	<b>ORIGIN DATE:</b> 04/19/2010	<b>REVISION:</b> <b>DATE:</b>
<b>PREPARED BY:</b> Zachary Haines	<b>APPROVED BY:</b>	

**1.0     PURPOSE**

This document will outline GICT policies for nursing mothers.

**2.0     SCOPE**

All GICT employees at all locations.

**3.0     GENERAL AUTHORITY AND RESPONSIBILITY .**

The HR Director is authorized to make changes to this document.

**4.0     REFERENCE DOCUMENTS**

None

**5.0     EQUIPMENT & SUPPLIES**

None

**6.0     WORK INSTRUCTIONS – Nursing Mothers**

**6.1     FLSA (Fair Labor Standards Act) Laws (Amended 2010)**

**6.1.1**     Employers must provide flexible and reasonable break times for an employee to express breast milk for her nursing child for one year after the child's birth. These breaks can be in addition to the employee's regular breaks . If additional, they are considered unpaid time.

**6.1.2**     Employers must provide a place (other than a bathroom) that is shielded from view and free from intrusion of coworkers and the public, which may be used by an employee to express breast milk.

**6.2     Employer / Manager Responsibilities**

**6.2.1**     *Managers should contact the HR Director immediately to ensure that appropriate locations, breaks, and other accommodations are made available to the breastfeeding employee.*

**6.2.2**     Managers should be supportive and flexible with respect to working patterns when a breast feeding mother returns to work. This may mean changing frequency or length of breaks.

**6.3     Employee Responsibilities**

**6.3.1**     Employees must notify their manager in writing that they are breastfeeding.



<b>UNIT:</b> Human Resources	<b>DOCUMENT NO.</b> WI – 6060-51	<b>PAGE - 2 -</b>
<b>SUBJECT:</b> Nursing Mothers	<b>ORIGIN DATE:</b>	<b>REVISION:</b> <b>DATE:</b>

- 6.3.2** Breastfeeding employee is responsible for supplying all bottles, sterilizing equipment, and other supplies.

# **GOODWILL INDUSTRIES OF CENTRAL TEXAS**

## **Policy 629 — Safety in the Workplace**

A safe, secure and hazard-free workplace will be provided through preventive maintenance of equipment and facilities, training and a comprehensive safety program.

### **Board of Directors Committee**

HR&PP, Policy & Services, Finance & Services

### **Dates of Review**

23-February-2001, 28-August-2007, 17-September, 2009, 19-October-2010, 27-October-2011,  
23-October-2012, 24-October-2013

### **Original Version**

17-December-1999

SECTION 1E, 3f: There are emergency procedures for: **Safety during violent or other threatening situations.**

*The organization addresses violent or threatening situations in both our Policies and Procedures Manual (610.8. and 610.9) Emergency Action Plan and our Safety Manual. Our procedures cover both non-life threatening and life-threatening situations. We specifically cover:*

- *Means of reporting emergencies that are violent or threatening*
- *Threats that involve handling small releases*
- *In the event of an evacuation, site specific guidance*
- *Training*
- *Contact information*

# **GOODWILL INDUSTRIES OF CENTRAL TEXAS**

## **Policy 617 — Harassment**

We are committed to providing a work environment free from harassment, in any form, including but not limited to sexual, verbal, racial, ethnic and religious harassment.

### **Board of Directors Committee**

HR&PP, Policy & Services, Finance & Services

### **Dates of Review**

23-February-2001, 28-August-2007, 17-September-2009, 19-October-2010, 27-October-2011, 23-October-2012, 24-October-2013

### **Original Version**

19-November-1999





## GOODWILL INDUSTRIES OF CENTRAL TEXAS

### STANDARD OPERATING PROCEDURES

UNIT: Risk Management	DOCUMENT NO. WI-6064-018	PAGE 1 OF 8
SUBJECT: Critical Incidents	ORIGIN DATE:	REVISION: DATE: 10/1/2013
PREPARED BY: Charles Briscoe	APPROVED BY: Michael Willard	

#### 1. PURPOSE

To document critical incidents definitions, procedures, and prevention recommendations for all stakeholder groups including clients, employees, and customers.

#### 2. SCOPE

All units

#### 3. GENERAL AUTHORITY AND RESPONSIBILITY

The Director of Risk Management and the Chief of Mission Services have authority to change this procedure

#### 4. REFERENCE DOCUMENTS

WI-7XX-112 Restraint and Seclusion

WI-7XX-113 Medication

#### 5. EQUIPMENT & SUPPLIES

None

6. **DEFINITION** – A Critical Incident is a serious occurrence that has happened to an employee, customer, or client affiliated with Goodwill Industries of Central Texas. The following are recognized by Goodwill Industries of Central Texas as Critical Incidents and must be addressed immediately, reported to a supervisor, documented in an incident report, and the report must be submitted to the Risk Management Director.

The GICT Risk Management Director will enlist staff trained in crisis intervention to help assess and determine the proper course of action on a case by case basis during or following a critical incident. These staff will ensure that the client, employee, or customer receives proper services post-incident, including but not limited to: EMS medical assessment and/or treatment and/or transportation to a hospital, Police response and/or crime reporting, etc.

#### 7. Incidents involving injury

7.1. Definition: an injury that requires medical treatment beyond first aid

7.2. Procedure:

7.2.1. Employee: if emergency, call 9-1-1, if non-emergency, transport to medical facility, document the incident, investigate (find root cause), corrective action, and implement action plan.

7.2.2. Customers: if emergency, call 9-1-1, if non-emergency, allow customer to seek medical treatment on their own, document the incident, investigate (find root cause), corrective action, and implement action plan

<b>UNIT:</b> Risk Management	<b>DOCUMENT NO.</b> WI-6064-018	<b>PAGE 2 OF 8</b>
<b>SUBJECT:</b> Critical Incidents	<b>ORIGIN DATE:</b>	<b>REVISION:</b> DATE:10/1/13

7.2.3. Clients: if emergency, call 9-1-1, if non-emergency, transport to medical facility, document the incident, investigate (find root cause), corrective action, and implement action plan.

7.3. Prevention:

7.3.1. Employees: Orientation addresses safe work practices

7.3.2. Customers: Managers ensure all safety rules are being followed by customers.

7.3.3. Clients: Orientation addresses safe work practices

## 8. Communicable disease

8.1. Definition: an infectious disease that is transmissible (as from person to person) by direct contact with the infected individual or the infected individual's discharge. Examples: meningitis, flu, and hand, foot, and mouth disease

8.2. Procedure: If an employee, customer, or client has a communicable disease or exhibits any symptoms they will be asked to leave the premises.

8.3. Prevention: Safety orientation addresses procedures regarding blood borne pathogens and universal precautions.

## 9. Infection control

9.1. Definition: Preventing the spread of an infectious disease at GICT.

9.2. Procedure: In order to control an infectious disease from spreading at GICT all persons exhibiting symptoms of an infectious disease will be asked to leave the premises. Housekeeping or other personnel will be asked to disinfect affected areas immediately using the proper personal protective equipment.

9.3. Prevention: Safety orientation addresses procedures regarding blood borne pathogens and universal precautions.

## 10. Violence or aggression

10.1. Definitions:

10.1.1. Violence: rough or injurious physical force, action, or treatment

10.1.2. Aggression: any offensive action, attack, or procedure

10.2. Procedure: If an employee, customer, or client becomes violent or aggressive they will be asked to leave the premises. If they refuse to leave the premises have someone else call 9-1-1. While the police are responding remain calm and try to diffuse the situation by listening to the individual while keeping a safe distance. Staff members should also attempt to intervene with the individual in an open area as opposed to their office.

<b>UNIT:</b> Risk Management	<b>DOCUMENT NO.</b> WI-6064-018	<b>PAGE 3 OF 8</b>
<b>SUBJECT:</b> Critical Incidents	<b>ORIGIN DATE:</b>	<b>REVISION:</b> <b>DATE:10/1/13</b>

- 10.3. Prevention: GICT has security systems, a zero-tolerance policy, an Employee Assistance Program, and on-site security guards that contribute to the prevention of violence and aggression at GICT.

## **11. Use of or possession of weapons**

- 11.1. Definition: a person that brandishes, uses, and/or or possesses any object or traditional weapon such as knives, firearms, explosives, clubs, etc. that can cause harm or threat of harm.
- 11.2. Procedure: All weapons are prohibited at GICT and if a weapon is seen or used at Goodwill call 9-1-1 and follow the Active Shooter procedures (Run-Hide-Fight).
- 11.3. Prevention: 'No weapons' signs are posted at all GICT locations and safety orientation addresses Active Shooter and Robbery situations and procedures.

## **12. Vehicular accidents (employees)**

- 12.1. Definition: an incident involving the collision or damage to vehicles that are being operated to conduct company business.
- 12.2. Procedure:
- 12.2.1. Stop the vehicle and contact your supervisor.
  - 12.2.2. If other vehicles are involved call 9-1-1, report the accident, and exchange pertinent information with other driver(s).
  - 12.2.3. If police are dispatched, wait until they arrive and give the report
  - 12.2.4. If an injury occurs contact the Goodwill's safety manager
  - 12.2.5. The supervisor must take the employee to complete a post-accident urine analysis and the employee cannot drive for the company until the results come back negative.
  - 12.2.6. Document the accident on an auto accident incident report and send to Risk Management Director.
  - 12.2.7. If cited, give a copy of the citation to your supervisor for review.
- 12.3. Prevention: All employees that are required to drive company vehicles or personal vehicles as part of their job must provide proof of liability insurance and operate a vehicle that has passed The State of Texas inspection requirements. All drivers must submit to an annual driving record review. All drivers must report all citations and accidents to their supervisor within 24 hours of occurrence.

## **13. Unauthorized use or possession of lawful or unlawful substances**

- 13.1. Definition: Unauthorized use or possession of lawful or unlawful substances on Goodwill property such as alcohol and controlled substances.
- 13.2. Procedure:

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13.2.1. Customers: if a customer is under the influence of a controlled substance and/or alcohol while on Goodwill property ask him or her to leave the premises and if he or she refuses call 9-1-1.

13.2.2. Employee: if there is reasonable suspicion that an employee is under the influence of a controlled substance and/or alcohol at work he or she will be taken for a urine analysis and will not be allowed to return to work until the results come back negative.

13.2.3. Clients: if a client is under the influence of a controlled substance and/or alcohol contact his or her guardian or arrange for safe transit back to the client's home.

13.3. Prevention: Goodwill is an alcohol and drug-free company.

#### **14. Abuse**

14.1. Definition: the physical, psychological, or sexual maltreatment of a person

14.2. Procedure: This is a crime and must be treated as such.

14.2.1. If a client, customer, or employee is abused at Goodwill a supervisor or member of management must call 9-1-1 and report the incident.

14.2.2. The supervisor or member of management, if allowed will assist the victim while he or she speaks with authorities and medical personnel.

14.2.3. The supervisor or member of management will document the abuse and forward the report to their Department Head and to the Risk Management Director.

14.3. The Department Head and Risk Management Director will conduct an internal investigation, determine appropriate corrective action if offender is affiliated with Goodwill, and an implement action plan.

14.4. Prevention: Goodwill has a zero-tolerance harassment policy, an Employee Assistance Program, access controlled security system, and on-site security guards that contribute to the prevention of abuse at Goodwill.

14.5.

#### **15. Neglect**

15.1. Definition: the act of failing to give proper care or attention to someone

15.2. Procedure: if a client reports neglect the case manager will contact the proper authorities and document the incident(s).

15.3. Prevention: Case managers instruct clients to report all critical incidents, including neglect to him or her as soon as possible.

#### **16. Suicide or attempted suicide & Mental Health emergencies**

16.1. Definition: Intentionally attempting to or successfully taking one's own life.

16.2. Procedure:



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- 16.2.1. Assess severity and imminence.
  - 16.2.2. Call 911 if danger is imminent; ask for a Mental Health deputy (officer specially trained in dealing with psychiatric emergencies)
  - 16.2.3. If danger is not imminent, call a psychiatric crisis hotline and ask for help on behalf of client
    - 16.2.3.1. Austin/Travis County Integral Care: 512-472-4357
    - 16.2.3.2. Bluebonnet Trails (Williamson/Bastrop/Burnet counties): 1-800-841-1255
    - 16.2.3.3. Hill Country MHDD (Hays/Gillespie counties): 1-877-466-0660
    - 16.2.3.4. National Suicide Hotline: 1-800-784-2433
  - 16.2.4. Follow instructions provided by emergency or hotline personnel
  - 16.2.5. Stay with the client until help arrives. Enlist help from a co-worker if needed.
  - 16.2.6. Alert your supervisor, Program Manager, and Chief of Mission Services as soon as possible.
  - 16.2.7. Document the incident in the client's case file.
  - 16.2.8. Complete a Critical Incident Report within 48 hours and submit to the Program Manager, Chief of Mission Services, and Risk Management Director.
- 16.3. Prevention: Employees that report thoughts of suicide contact EAP for guidance and counseling.

## **17. Biohazardous accidents**

- 17.1. Definition: accident or incidents involving infectious agents or hazardous biological materials that present a risk or potential risk to humans and the environment such as spilled blood, urine, or feces which may contain biohazardous material.
- 17.2. Procedure: quarantine the affected area and remove, clean, and disinfect the materials using the proper personal protective equipment and procedures.
- 17.3. Prevention: well stocked and maintained First Aid kits, Infection Control kits, and SHARPS containers are provided at Goodwill locations.

## **18. Sexual assault**

- 18.1. Definition: an involuntary sexual act in which a person is threatened, coerced, or forced to engage against their will, or any sexual touching of a person who has not consented.
- 18.2. Procedure: This is a crime and must be treated as such.
  - 18.2.1. If a client, customer, or employee is sexually assaulted at Goodwill a supervisor or member of management must call 9-1-1 and report the incident.
  - 18.2.2. The supervisor or member of management, if allowed will assist the victim while he or she speaks with authorities and medical personnel.
  - 18.2.3. The supervisor or member of management will document the assault and forward the report to their Department Head and to the Risk Management Director.

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18.2.4. The Department Head and Risk Management Director will conduct an internal investigation, determine appropriate corrective action if offender is affiliated with Goodwill, and an implement action plan.

18.3. Prevention: Goodwill has a zero-tolerance harassment policy, an Employee Assistance Program, access controlled security system, and on-site security guards that contribute to the prevention of sexual assault at Goodwill.

## 19. Other sentinel events

19.1. Definition: catastrophic events such as loss of limb, rape, abduction, etc.

19.2. Procedure: try to isolate the situation if possible

19.2.1. Employee: Call 9-1-1, document the incident, investigate (find root cause), determine appropriate corrective action, and implement action plan.

19.2.2. Customers: Call 9-1-1, document the incident, investigate (find root cause), determine appropriate corrective action, and implement action plan

19.2.3. Clients: Call 9-1-1, document the incident, investigate (find root cause), determine appropriate corrective action, and implement action plan.

19.3. Prevention:

19.3.1. Employees: Orientation addresses safe work practices

19.3.2. Customers: Managers ensure all safety rules are being followed by customers.

19.3.3. Clients: Orientation addresses safe work practices

19.3.4. Goodwill has a zero-tolerance harassment policy, an extensive safety program, Employee Assistance Program, access controlled security system, and on-site security guards that contribute to the prevention of sentinel events at Goodwill.

20. Medication errors – NA See WI-7XXX-113

21. Use of seclusion – NA See WI WI-7XX-112

22. Use of restraint – NA See WI WI-7XX-112

## 23. Elopement:

23.1. Elopement Policy: Unless noted in section 23.2, Goodwill programs operate on an “open campus” model and do not assess a participant’s ability to remain onsite as part of program suitability. Furthermore, clients in these programs are not prevented from leaving the premises. Employees and customers are not subject to elopement.

23.2. **For CRP Clients, Minors, and People with Legal Guardians (only):** To ensure the safety of these program participants, Goodwill will assess the ability of the program participant to remain on Goodwill’s premises in the absence of constant supervision on an individualized basis. Should a client elope, specific procedures are documented in this SOP (23.4).

23.3. Elopement Defined:

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23.3.1. Elopement is the act of leaving a safe area unsupervised and unnoticed and entering into harm's way. Those who elope can be differentiated from those that only wander by their purposeful, overt, and usually repeated attempt to leave the building or premises.

23.3.2. Risks: Typically Goodwill would not accept a person who has a history of elopement behavior. The person may go outside and experience hypothermia or other harmful conditions, including a traffic accident. Stairs are particular hazards, especially for the eloping person who has poor balance, decreased strength, or poor vision. People that use a device for mobility and navigation and refuse to use it in its intended way will also be considered in violation of this policy.

23.3.3. If this behavior is demonstrated after a person has started the program, Goodwill staff must determine whether the program can provide the level of support necessary to keep the person safe. If the decision is that Goodwill cannot provide the level of support necessary, staff will work with all involved parties to locate a more appropriate program in the community.

#### 23.4. Elopement Procedure

23.4.1. Program staff should notify the local police and the Risk Management to facilitate a search and retrieval effort. Supervisory personnel, family members, and the referral agency should also be notified. An organized search by staff should include periodic re-check of the area where the person was last seen. These missing persons are often found within a mile of where they were last seen. Familiar places should be checked. Contact with the media should be handled by the Community Engagement only. An incident report as well as the plan to prevent reoccurrence should be prepared and submitted to Risk Management.

### 24. Wandering

#### 24.1. Wandering Defined

24.1.1. Wandering is associated with disorientation and difficulty relating to the environment, and low social interaction, excessive pacing or increased motor activity. The person who wanders may also unknowingly trespass in another person's work area. There are two types of wandering: goal-directed and non-goal directed. In goal-directed wandering, the person appears to be searching for someone or something. The person may also be looking for something to do and may make gestures as if performing a task. In contrast, in non-goal directed wandering, the person may wander aimlessly, and has a very short attention span.

24.1.2. Risks: If this behavior is identified during the assessment period prior to program acceptance, Goodwill staff will determine if the program can provide the level of support and supervision necessary to insure the safety of the

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person. If Goodwill cannot provide the necessary level of support and supervision, the person will not be accepted for services and staff will make recommendations for other appropriate services in the community. If this behavior is demonstrated after a person has started the program, Goodwill staff must determine whether the program can provide the level of support/supervision necessary to keep the person safe. If the decision is that Goodwill cannot provide the level of support necessary, staff will work with all involved parties to locate a more appropriate program in the community.

#### 24.2. Wandering Procedure:

24.2.1. Clients: When a person demonstrates wandering behavior it is important that all supervisors and employees are made aware of this behavior so they can redirect the person, escort the person back to his/her program area and notify the appropriate program staff immediately. The first step would be to notify the Risk Management Department. This department can notify the rest of the building. Program staff should contact supervisory personnel and begin the search of the building and grounds. Whoever finds the person should contact the Risk Management which, in turn, will notify everyone else. If the person is not located within thirty (30) minutes, program staff should treat this situation as an elopement and follow the elopement procedures.

24.2.2. Customer: Call 9-1-1 and report missing person.

24.2.3. Employee: Alert supervisor to contact employee by phone to investigate their action.



## **Attachment E**

### **Board Minutes Indicating Approval of Policies**

**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**Board Governance & Education Committee Meeting**  
**November 6, 2013**  
*Held via teleconference*

**Present:** Mark Finger (on-site), Gwen Greene, Carl Hansen, Anne Morgan, Yvonne Suttles (on-site), Kelly Kamerer (staff), Andrea Salinas (staff), Vanessa Scruggs (staff)

**CALL TO ORDER**

Yvonne Suttles called the meeting to order at 11:35am.

**CONSENT AGENDA**

Prior meeting minutes: August 21, 2013

All policies listed on agenda, except #110

**Moved**, the committee approve all items on the consent agenda. **MSC (CH/MF)**

**ACTION ITEMS (accept):**

Annual Policy Review

Policy 110: Board Director Financial Matters

**Moved**, the committee accept the committee policy as amended. **MSC (CH/MF)**

**DISCUSSION:**

I. Educational Calendar

Committee agreed to remove the GoodBoard moment from the December board meeting so that more time could be allocated toward budget and strategic plan review.

II. Annual Board Retreat

A small sub-committee for planning the retreat last year worked well. Chair asked for volunteers to work with staff for retreat preparation for May, 2014. Sub-committee will consist of Carl, Mark, and Yvonne. Andrea will reach out to start a discussion; Yvonne/AS to discuss time commitment being dedicated by directors, especially since board retreat, board social, etc. Committee agreed to use the same Friday/Saturday format for the retreat.

III. BOD Recruit Update

Feedback received from newest directors indicates that the onboarding process was swift and effective. Are there any gaps as far as board membership? Perhaps recruit background in ex-offenders; charter school experience (unless need is greater for GEB). Updated assessment will be shared with the committee; and/or board so that all directors can be aware of criteria. Efforts to reach a total of 18-19 board directors continue.

IV. Board Dashboard

Updated dashboard that includes data from the Hall of Honor was posted on the board website. Please report any corrections necessary.

V. Strategic Plan Updates

Updates offered on goals that are on track and those that are not. Reasons for the delay in reaching targets were offered.

**MEETING EVALUATION**

Loved the efficiency of the meeting  
Honest communication was praised

**ADJOURNMENT**

Yvonne S. adjourned the meeting at 12:24pm.

Respectfully submitted,

Kelly J. Kamerer  
Executive Support Manager

**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**Executive, Compensation and Succession Planning Committee**  
**November 21, 2013**

Present: Paula Campbell (via phone), Ted Delisi, Mark Finger, Jamie Lagarde, Yvonne Suttles (via phone)

Absent: Chris Jensen, Anne Morgan

Staff: Jerry Davis (via phone), Zac Haines, Kelly Kamerer, Andrea Salinas

**CALL TO ORDER**

Mark Finger called the meeting to order at 11:57am.

**APPROVE MEETING MINUTES:**

Minutes from the January 8, 2013 and October 25, 2013 were approved as presented.

**MSC (PC/TD)**

**ACTION ITEMS**

1. Executive Committee Charter

Draft charter for 2013-2014 was posted on board website for committee review.

***tabled***

2. Executive Committee Workplan

Draft workplan for 2013-2014 was posted on board website for committee review.

***tabled***

3. Annual Policy Review

Committee reviewed Policy 533: Balanced Score Card (BSC) Audit. No recommendations brought forth by staff or committee at this time.

**The Executive, Compensation and Succession Planning committee accepted Policy 533: Balanced Score Card (BSC) Audit as presented.**

**MSC (TD/JL)**

4. 2014 BSC and At-Risk Metrics

Proposed 2014 Balanced Scorecard and at-risk metrics were presented. Discussion held on impact new\* metrics will have and how all are aligned to the Strategic Plan.

**The Executive, Compensation and Succession Planning committee accepted the 2014 BSC and At-Risk Metrics as amended, for presentation to the full board.**

**MSC (JL/TD)**

FINANCIAL	GOAL
Margin Meets Budget	Budget
*Days in Cash Meets Standard	30 days

At Risk: 30%



Philanthropic giving increases	25% over 2013 Actual	At Risk: 15%
CUSTOMERS		
Job placements meet budget	4.9% over 2013 Actual	At Risk: 50%
*Intakes Meet expectation	6471	
GCA employment within industry increases	55%	
INTERNAL PROCESS		At Risk: 5%
*Net profit per household increases	Meets budget	
*Zero waste is achieved	1.25% over 2013 Actual	
OSHA incident rates decrease	3.2	
*Donations per household increase	Meets budget	
LEARNING		
Promotable positions are filled internally	55%	
Retail turnover decreases	10% below 2013 Actual	

## DISCUSSION

- HCE Salary Survey/Recommendations

Salary survey information was gathered in 2012 from a 3<sup>rd</sup> party consultant. We used the information as a data point this year; formal survey is conducted every three years.

Recommendation of proposed 2014 salaries for HCE was reviewed. Generally, a 3% salary increase was budgeted for this level. Outliers of this percentage (VP of Retail, EBS, IT and CAO, COO) were explained. Increases reflect alignment closer to the 90% in base salary comp ratio. These are more in line with market place. No increase suggested for VP EBS and VP of Retail (EBS because of the change in role and pending retirement mid-year; leadership challenges with VP Retail). SHRM states industry standard for increases in 2014 is 3% so that we feel we are in line with market.

Discussion continued around explanations of increase for COO; and VP of IT. Issue requires additional conversation. Mark F. and Jerry will meet to work out proposal.

## EVALUATION OF THE MEETING

*Evaluation was not conducted.*

## ADJOURNMENT

Mark adjourned the meeting at 1:17pm.

Respectfully submitted,

Kelly J. Kameron  
Executive Support Manager

**GOODWILL INDUSTRIES OF CENTRAL TEXAS  
FINANCE AND SERVICES COMMITTEE  
October 24, 2013**

**PRESENT:** Sam Bakir, Paula Campbell (via phone), Mark Finger, Les Gage, Joyce Hellums (via phone), Kelly Shannon (via phone), Yvonne VanDyke (via phone)

**STAFF:** Dodie Brown, Jerry Davis, Tyler Hanft, Cathy Rudzinski, Andrea Salinas, Roberta Schwartz, Vanessa Scruggs, Michael Willard

**ABSENT:** Joe Farmer, Mel Greene

**CALL TO ORDER**

Paula Campbell called the meeting order at 11:49am.

**CONSENT AGENDA**

Finance and Services Committee Meeting Minutes: July 18, 2013

Annual Policy Review: All Policies listed except #'s 623, 638, 719

**The Finance and Services Committee accepted all items listed on the consent agenda.**

**MSC (LG/MF)**

**ACTION ITEMS**

**A. Q3, 2013 Services & Employment Report**

Michael Willard presented the Services and Employment Report for Q3. Since establishing an Intake and Outreach team, intake numbers have risen and are currently 1,214 above budget ytd. Additionally, a new Bridge Program has been added to our services allowing those awaiting referral, access to a brief assessment and counseling. This program has seen 156 clients to date. Placements continue to trend up.

The Good Careers Academy has had 31 more course completions that anticipated ytd. Nearly 50% of those have found employment in jobs paying over \$10.75 per hour.

**The committee accepted the Q3 SER report as presented.**

**MSC(YV/LG)**

**B. Q3, 2013 Finance Report**

Dodie Brown reported YTD through September, 2013. Operating profit margin is 4.23% vs. budget of 6.51%. Retail sales remain underperforming while expenses remain up. Budgeting for 2013 was aggressive and we didn't pull back on spending when revenue went down.

Retail may be down due to the economy going up. We're making changes to the incentive comp, staffing patterns and changing leadership in the stores.

The cash flow continues to go up and down but is trending up. This is an opportunity for improvement and to make needed system changes.

Mark Finger requested that the first page of the Financial Report be a synopsis of the contents.

Dodie will make that change.

**The committee accepted the Q3 Finance Report as presented, for presentation to the full board.**

**MSC(LG/MF)**

**C. 2012 IRS 990 Form (GICT, GTS, Blue Solutions)**

Cathy Rudzinski previously sent the 2012 IRS 990 forms for GICT, GTS and Blue Solutions for review.

**The committee accepted the 2012 IRS 990 Forms as presented.**

**MSC(LG/YV)**

**D. Annual Policy Review**

Andrea Salinas addressed the policy revisions to #'s 623, 638 and 719.

**The committee accepted the revisions to the policies as revised for presentation to the full board.**

**MSC(PC/MF)**

**DISCUSSION**

**A. Cash Flow**

Need to determine what is triggering spending and that there is a plan in place.

**B. Endowment Review**

Cathy Rudzinski provided a review of GICT's Endowment Fund from the Edward Jones portal. Specifically discussing the actual vs. target allocations, asset class performance and portfolio growth. Les Gage and Sam Bakir will form a sub-committee to compare and determine if GICT should change plans.

**C. 2014 Operating Budget**

Think about risks and trade-offs.

**EXECUTIVE SESSION**

There was discussion of a VP change and it was announced that Cathy Rudzinski, CFO will retire June 6, 2014.

**EVALUATION OF MEETING**

How did our discussion align with our values?

- A. Retail success – Discussed how it funds our mission
- B. Conduct ourselves with integrity – Held an executive session and dealt with compassion for our VP
- C. Collaboration – All participated and contributed
- D. Everyone matters – Open honest discussion and got to issues

**ADJOURN**

The meeting was adjourned at 1:00pm.

Vanessa Scruggs

Senior Executive Support Specialist



**GOODWILL INDUSTRIES OF CENTRAL TEXAS  
FULL BOARD MEETING  
January 22, 2014**

**PRESENT:** Sam Bakir, Francine Breckenridge, Paula Campbell, Ted Delisi, Mark Finger, Les Gage, Cindy Goldsberry (via phone), Gwen Greene, Carl Hansen, Ali Khataw, Jamie Lagarde, Anne Morgan, Erica Saenz, Yvonne Suttles, Yvonne VanDyke

**ABSENT:** Carl Hansen, Michael Lustina

**STAFF:** Traci Berry, Jerry Davis, Zac Haines, Kelly Kamerer, Cathy Rudzinski, Andrea Salinas, Michael Willard

**VICE CHAIR STATED TO THE CHAIR THAT THERE IS A QUORUM WE MAY PROCEED WITH THE MEETING.**

**CALL TO ORDER**

Mark Finger called the meeting to order at 11:39am.

**AUDIO/TELECONFERENCE GUIDELINES**

Kelly Kamerer provided the group with a brief overview of the teleconference system and brought awareness to the sensitivity of the microphones (hanging from ceiling). Attendees were reminded to speak clearly and refrain from talking over one another, which cancels out any sound being heard from attendees via phone.

**INVOCATION**

Jamie Lagarde offered the invocation to the group.

**GRADUATE OF THE MONTH**

Michael Willard introduced Amelia Phan, Job Placement Specialist, Job Source, who presented Jacqueline Johnson as the Graduate of the Month.

**CONSENT AGENDA**

- Full Board Meeting Minutes, July 19, 2013
- Committee Charter and Workplan each:
  - Development and Community Engagement
  - Governance and Education
  - Executive, Compensation and Succession Planning
  - Audit (Charter only)
- Item brought forth from Governance and Education:
  - Policy # 110
- Item brought forth from Audit:
  - Audit & Tax Services RFP: Weaver
- Items brought forth from Finance and Services
  - 3<sup>rd</sup> Quarter, SER and Financials
  - Oak Hill, Lease Expansion
  - Policy #'s: 623, 638, 719

**The full board accepted all items listed on the consent agenda.**

**MSC (YS/AM)**



## DISCUSSION/ACTION ITEMS:

1. TWC/Career Schools and Colleges, Owner's Affidavit, Michael Willard  
GCA is applying to become a certified school. Board directors are asked to complete the owner's affidavit, with original signature, which is required with the application.
2. Board Governance and Education Committee, Yvonne Suttles
  - a. Board Director Covenant  
Yvonne presented the revised director covenant for the 2013-2014 term. Commitment portion of the document will be used on the board dashboard as a tool for accountability.

**VOTE:** *the board accepted the **Board Covenant and Dashboard for 2013-2014 term.***  
***MSC (Governance) all in favor; none opposed.***

### Celebratory Signing of Board Covenant, Mark Finger

Directors joined the board chair in signing the 2013-2014 Board Covenant. A copy of the covenant will remain posted on the board web site.

- b. Board Recruitment  
Yvonne encouraged efforts to continue towards increasing the director count to 17 or 19 (currently have 16). All are asked to actively cultivate individuals of affluence, influence and focus. Board had accomplished a lot to address diversity; however, a gap exists of those with a Hispanic background. Please send names of potential members to Yvonne or other Governance Committee members. Current pipeline of individuals will be distributed to directors.
3. Finance and Services Committee, Paula Campbell  
Paula provided an overview of the 2014 Operating Budget. Significant difference for 2014 includes that some stores will expand into space originally planned for Job Source; this is done in lieu of new ones. Stores will start to sell food, in addition to new goods, in an effort to encourage customers to stay longer in stores. Synopsis of planned expenses for charter school, health claims, and the effect of having more part-time workers taking benefits, was shared. Administrative percent of 12% is used as an industry benchmark; GICT-YE 2013 was 11.6%. Investment into infrastructure is necessary to support growth. Total Capital Expenditure budget is \$4.4M of which \$240K is from contributed property from Microsoft. Bank financing of \$2M will be borrowed to assist with the purchase of S. Lamar land, construction and start-up cost for the charter school. "What if?" contingencies include staged timing of purchasing on capital plan. Worst case scenarios include staff reduction, temp salary reduction, and delay of payment of at-risk. Thoughtful decisions will allow us to pull back and create a solid contingency plan. Average days in cash for the year is 20.5; lowest is 13 in May because of possible at-risk payout; highest at year end of 35. Endowment money is not included in the days in cash count.

**VOTE:** *the board accepted the **2014 Operating Budget** as presented.*  
***MSC (Finance and Services Committee); all in favor; none opposed.***

4. Executive & Compensation/Succession Planning, Mark Finger
  - a. Vision and Values, Jamie Lagarde  
Abbreviated values and a revised vision are proposed as way to be more aligned and specific to what we are trying to accomplish as an organization.

**VOTE:** *the board accepted the **Vision and Values** as presented.*  
***MSC (Executive Committee); all in favor; none opposed.***

***Friendly amendment to further revise value statement by replacing "people" to "Central Texans"; all in favor; none opposed.***

b. 2014 Balanced Scorecard and At Risk Metrics

Jerry presented changed aspects of the 2014 BSC and At-Risk Metrics. Complexity of goals and challenge goals were shared. Ultimate goal is to achieve 7.0 donors/sq foot.

**VOTE:** *the board accepted the 2014 Balanced Scorecard and At Risk Metrics as presented.*

***MSC (Executive Committee); all in favor; none opposed.***

***\*\*Executive Session-all were staff excused, except CEO.***

c. Executive Group\Leveling

Jerry presented the revised leadership structure. This structure is similar to other Goodwill's. The change in configuration will support continued growth of organization.

**VOTE:** *the board accepted the Executive Group\Leveling as presented.*

***MSC (Executive Committee); all in favor; none opposed.***

d. CEO Self-Evaluation

CEO offered to answer any questions related to the self-evaluation, previously distributed by the board chair to directors.

**VOTE:** *the board accept the CEO Self-Evaluation as presented.*

***MSC (Executive Committee); all in favor; none opposed.***

e. Compensation Recommendations

Jerry offered a brief summary of HCE recommendations brought forth from the Executive Committee.

**VOTE:** *the board accepted compensation recommendations of Highly Compensated Employees (HCE) and President & CEO, as presented.*

***MSC (Executive Committee); all in favor; none opposed.***

## **BOARD CHAIR REPORT**

1. Hall of Honor Result, Jamie Lagarde *agenda item tabled due to time constraints*

2. Charter School Update, Ted Delisi

Application process for the Pilot-Charter School and Generation 19-Charter School are underway. The RFP for the Pilot was released and expected to be submitted by the due date, in three-weeks. As with the Generation 18 application, the board may be asked to complete documents necessary to be included in submission.

## **PRESIDENT'S REPORT**

1. Strategic Plan, 2013 Year End Update *agenda item omitted- report posted on board website*
2. GICT BSC, 2013 Year End: *agenda item omitted- report posted on board website*

## **MEETING EVALUATION**

Which of our values were in evidence in this meeting and give an example?

*Agenda item tabled due to time constraints*

## **ADJOURNMENT**

The meeting was adjourned at 1:27pm.

Respectfully submitted,

Kelly J. Kameron

Executive Support Manager

## **Attachment F**

### **Glossary**

**ASR**

Annual Statistical Report

Report prepared by Goodwill Industries International containing key financial and mission performance indicators reported by Goodwill member organizations.

**Bridges out of Poverty**

Framework for social service professionals developed by Ruby K. Payne, PhD for designing service offerings, improving outcomes, and actively engaging people living in poverty.

**BSC**

Balanced Scorecard

GICT's top-level Balanced Scorecard with organizational metrics that reflect the entire organization's strategic progress.

**CARF**

CARF is an international nonprofit that accredits service providers focusing on the areas of rehabilitation, employment, child and family, and aging. CARF accredits agencies based on strict performance standards for services, governance, fiscal accountability, safety, and strategic planning.

**CRT**

Career Readiness Training prepares individuals for employment, including resume and application development, interviewing practice, and increasing knowledge of employer expectations.

**DARS**

Texas Department of Assistive and Rehabilitative Services  
DARS provides programs and support for people with severe disabilities and is a key referral and funding agency to GICT.

**ECM**

Empowered Case Management

ECM is GICT's software database that provides recordkeeping and reporting on all client demographics and mission outcome data.

**FTM**

Forward Thinking Metrics

Forward Thinking Metrics are reviewed at the beginning of the month and are predictive measures for the organization's key performance indicators. Early review of the FTM allows for proactive actions that will improve key performance indicators by month end.

**GCA**

Goodwill Career Academy

One of GICT's newest programs, which provides occupational skills training certifications in demand industries.

**GCC**

Goodwill Community Center: GICT facility housing Retail Services, Goodwill Staffing Services, Workforce Development Services, Commercial Services, and Environmental Business Services. The GCC also houses a Job Help Center, retail and computer stores, warehouse, and community meeting rooms.

**GRC**

Goodwill Resource Center: GICT facility housing recycling and salvage operations, transportation, outlet sales, Workforce Development Services, and a Job Help Center.

**ISP/IEP**

Individual Service Plan, Individual Employment Plan  
Plan created via two-way communication with the client that identifies how GICT can best serve that individual.

**Job Help Center**

Job Help Centers are strategically placed Goodwill offices that are open to the public and provide basic and intensive mission services. Job Help Centers have public access computers and skilled case managers on site.

**OMR**

Outcome Management Report

The OMR is a quarterly report which details the mission outcomes for mission services offered by GICT. Goals are measures established based on outcome effectiveness, efficiency, service access, and client satisfaction.

**SER**

Services and Employment Report

The SER is a monthly internal report summarizing key program and service outcomes including placements, retention, and intensive services provided.

**The Excel Center**

Goodwill's one-of-a kind pilot charter school, accredited by TEA, that will enable adults ages 19-50 to earn a high school diploma. The Excel Center will open in August 2014.



**Attachment G**  
**Fiscal Monitoring Reports**

# Goodwill Industries of Central Texas

Annual Financial Evaluation

*Issued* **March 13, 2012**

BY **E.** Taylor and **A.** Associates on behalf of the  
**WORKFORCE SOLUTIONS** *Capital Area*

**Report Number:** CAWDB- 12-02

**Report Type:** Annual Financial Evaluation

**Report Issue Date:** March 14, 2012

**Entity Reviewed:** **Goodwill Industries of Central Texas**  
*Aka Youth Employment Partnership*

<b>Contract Amount:</b>	GOODWILL	1,376,843.00
	AMERICAN YOUTH WORKS	32,811.00
	COMMUNITIES IN SCHOOLS	31,900.00
	LIFE WORKS	32,229.00
	<b>TOTAL</b>	<b>1,473,783.00</b>

**Contract Type:** Cost Reimbursement

**Review Period:** September 2011 through January 2012

**Dates of Fieldwork:** Week ended February 24, 2012  
Additional items reviewed off-site subsequent to the fieldwork

**Fieldwork Performed By:** **E. T**aylor and **A**ssociates  
Edward. Taylor  
Sujuane D. Smith

**Report Developed By:** Edward Taylor

## **A**pplicable Definitions

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**Board:** The *Capital Area Workforce Development Board* created pursuant to Texas Government Code §2308.253 and certified by the Governor pursuant to Texas Government Code §2308.261.

**Commission:** The Texas Workforce Commission (TWC)

**Department of Labor or DOL:** The United States Department of Labor, including its agencies and organizational units.

**Determination:** A weakness in internal controls and/or an instance of non-compliance with applicable policies, laws and regulations.

**Disallowed Costs:** Those charges to an award that are determined to be unallowable, in accordance with the applicable Federal cost principles, applicable State rules, regulations, policies or other terms and conditions contained in the award.

**Expenditures:** Costs incurred for goods and services that cause decreases in net financial resources.

**Finding:** An item (s) of noncompliance and /or a deficiency that is required to be reported pursuant to the applicable promulgations for the funding source(s) being monitored. Prompt and immediate corrective actions are required in accord with the policy(s) of the funding source(s) entity.

**FMGC:** Texas Workforce Commission Financial Manual for Grants and Contracts

**Observation:** A reportable condition that does not currently have a material effect on internal controls and the accuracy of the financial information. An observation, if not addressed, presents the possibility of a future circumstance of non-compliance and/or internal control weaknesses.

**OMB:** The United States Office of Management and Budget.

**Questioned cost:** A cost that is questioned by the monitor because of a monitoring finding **(1)** that resulted from a violation or possible violation of a provision of a law, regulation, contract, grant, cooperative agreement, or other agreement or document governing the use of Federal funds, including funds used to match Federal funds; **(2)** where the costs, at the time of the monitoring review, are not supported by adequate documentation; or **(3)** where the costs incurred appear unreasonable and do not reflect the actions a prudent person would take in the circumstances.

**Recommendation:** Suggested corrective action(s) for a finding and/or observation identified in a monitoring report. The recommendation, where and when appropriate, should address the cause of the problem, not the problem itself.

**WIA:** Workforce Investment Act, Public Law 105-220, 29 U.S.C.A. §2801 et seq. References to WIA include references to WIA formula allocated funds unless specifically stated otherwise.



### GENERAL INFORMATION

The Goodwill contract with the **WORKFORCE SOLUTIONS CAPITAL AREA** (the Board) is comprised of a partnership entitled *Youth Employment Partnership*. The partnership was in effect at point of procurement and selection by the Board. At the point of the winning bid there were more partners with only four remaining. The contract in effect for this review is for WIA Youth #14211. We reviewed amendment 12-1 effective 10-01-11. The contract amount budgets are reflected below:

GOODWILL	1,376,843.00
AMERICAN YOUTH WORKS	32,811.00
COMMUNITIES IN SCHOOLS	31,900.00
LIFE WORKS	32,229.00
<b>TOTAL</b>	<b>1,473,783.00</b>

### PARTNERSHIP AGREEMENT

There is a separate partnership agreement for each of the partners. We were provided the agreements for the prior period (the current agreements are out for signature). Per Goodwill the agreements are essentially the same from year to year. Also per Goodwill there is no formal partnership tax return (form 1065) filed. The agreement states the partners must comply with the requirements of the Board contract "Article A-General Provisions" of the WIA "Service Provider Contract" with the Workforce Board. Based on discussions with Goodwill they are the general and liable partner in the event of miss-expenditure and/or disallowed costs.

## R Review Scope

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This annual financial review of the Goodwill Industries of Central Texas (Goodwill) in its capacity of general partner in the partnership entitled Youth Employment Partnership was conducted on behalf of the **WORKFORCE SOLUTIONS CAPITAL AREA**. The review is performed to assess the reliability of current fiscal data, the degree of compliance with applicable policies, laws, regulations and the adequacy of internal controls. The following areas/items were examined:

1. Bank statements and reconciliations for the month of January 2012 for the Goodwill *Operations* and *Payroll* accounts. Both accounts are maintained at *Compass Bank*. The review included an examination of the reconciliations, affiliated internal controls, and checks outstanding in excess of the timeframe afforded by the FMGC.
2. Budget vs. Expenditures for the period ended January 31, 2012. This review included an examination of budget controls, period budget vs. expenditures, and projected budget vs. expenditures. These items/areas were evaluated by line item, program and in cumulative.
3. Payroll records and personnel files for seven (7) Goodwill employees charged all or in part to its contract(s) with the Board were reviewed for the pay periods ended;
  - October 15, 2011
  - October 29, 2011
  - November 12, 2011
  - November 26, 2011
  - December 10, 2011
  - December 24, 2011
  - January 6, 2012
  - January 20, 2012

Documents reviewed included employee I-9 and W-4 forms, pay authorization documentation and time sheets. Additionally, salary allocations were randomly tested where applicable.

4. Payroll records and personnel files for seven Goodwill youth clients for the pay periods ended;
  - October 14, 2011
  - October 28, 2011
  - November 12, 2011
  - November 26, 2011
  - December 9, 2011
  - December 23, 2011
  - January 6, 2012
  - January 20, 2012

Documents reviewed included employee I-9 and W-4 forms, pay rate authorization documentation and time sheets. Additionally, salary allocations were randomly tested where applicable.



5. Supporting documentation of twenty eight (28) judgmentally sampled operations disbursements occurring during the review period of September 2011 through January 2012.
6. Reconcile and test the following allocated Goodwill accounts; 7341 In School Youth Case Manager, 7340 Administration, Housing and Occupancy (overhead). We randomly tested the basis for the allocation of these pools for the month of January 2012. The testing was conducted to evaluate compliance with chapter 11 of the FMGC and the applicable OMB Federal Circulars.
7. Procurement files/documents for one small purchase (plaques) and one presumed formal procurement (office supplies). These were evaluated for compliance with the applicable sections of chapter 14 of the FMGC.
8. The Goodwill Cost Allocation Plan applicable to the review period was evaluated for compliance with chapter 11 of the FMGC and the applicable OMB Federal Circulars.

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Because of inherent limitations in any system of internal accounting and administrative controls used in administering federal financial assistance programs, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

The workpapers and source documents resultant from this review are maintained by *E. Taylor and Associates* and are available for inspection with approval by the *Capital Area Workforce Development Board (the Board)*.

### **1. COST ALLOCATION PLAN**

We examined the Goodwill Cost Allocation plan applicable for the review period and to the contract with the Workforce Solutions, Capital Area. This review was conducted to verify that the allocation of cost was in accordance with the cost allocation plan and is being consistently applied as outlined in chapter 11 of the TWC FMGC.

The plan certification statement was signed during the fieldwork for this review February 23, 2012 by the Vice President of Financial Service.

The following exceptions were noted:

The Goodwill Cost Allocation Plan did not provide the methodology for allocating all joint costs and failed to include the following items as required by chapter 11, section 1 of the FMGC.

- *"General. The following types of information must accompany all cost allocation plans: an organization chart that is sufficiently detailed to show operations including the activities of the organization whether or not they are shown as benefiting from those functions being allocated"*
- *"A copy of the organization's financial statements for the period covered by the costs (i.e., comprehensive annual financial report, where applicable) or, a copy of the approved budget if the plan covers budgeted costs. The financial statements are required to support the allowable costs of each activity included in the plan;"*

### **RECOMMENDATIONS**

Goodwill should develop a current cost allocation plan in accordance with chapter 11 of the TWC FMGC that reflects how all joint costs are currently being allocated and submit that certified plan to the Board.

### **GOODWILL RESPONSE**

Goodwill is currently working on updating our ledger system to include a grant specific module that will automate the allocation process from its current manual state. We expect to have this process tested and completed by September 30, 2012 (the current end of the grant year). Before that time, we will submit a new cost allocation plan to the Board that will be FMGC compliant.

Costs that are currently allocated and covered in the plan (See Attachment A) are:

- Fringe benefits including Leave, Medical Insurance, Accident & Life Insurance, Disability Insurance, FICA, Workman's Comp. and Retirement Plan. All these are addressed in the current plan.
- Housing & Occupancy overhead including Maintenance, Utilities and Security.
- Telephones



The new plan will include these items:

- Current Organizational Charts for Goodwill's Leadership Group and Financial Services Department (See Attachment B). Currently, only a portion of grant accountant's time is being allocated to the WIA grant. Also included will be the required documentation under FMGC for the *allocated cost* from Financial Services (See Attachment C).
- Financial Statements for 2011. Goodwill is currently undergoing its 2011 financial audit. As soon as the report is issued, copies will be provided to both the CAWDB as well as attached to updated Cost Allocation Plan. Additionally, a 2012 Budget will be attached to the plan.

### **Monitor Response**

We find the corrective actions proposed by Goodwill and the additional documentation provided is sufficient to resolve this finding pending verification during subsequent financial monitoring reviews.

## **2. PROCUREMENTS**

We selected one small purchase (plaques) and one presumably formal (office supplies) procurement as part of our disbursement sample. Per Goodwill neither of the items was procured during the period covered by this review.

### **RECOMMENDATIONS**

Goodwill should ensure that phone quotes are timely obtained for all small purchases as defined by the FMGC at chapter 14.

Goodwill should conduct formal procurements for goods and services meeting the applicable specifications at chapter 14 of the FMGC.

### **GOODWILL RESPONSE**

Goodwill currently purchases almost all of its office supplies from Office Depot. The amount purchased for the grant is far below the \$100,000 acquisition threshold. In the past we had been able to obtain price comparisons from office supply vendors but this is no longer the case. For the sake of efficiency since the grant only uses limited variety of supplies, Goodwill will do an annual evaluation of basic supplies used by the grant to determine if a vendor change is necessary. Goodwill completed the vendor comparison for 2012 and found that Office Depot is provides competitive prices and service for our office supply needs (See Attachment D).

To deal with non-supply procurement documentation, Goodwill has developed a form (See Attachment E) that will need to be completed for every small WIA grant purchase.



### **Monitor Response**

The \$100,000 threshold referenced by Goodwill in their response has now been raised to \$150,000 by the TWC. Additionally, TWC has added a micro purchase floor of \$3,000. Purchases occurring, in the aggregate, between the \$3,000 floor and the \$150,000 ceiling are considered small purchases and required, at a minimum, to be procured by obtaining price quotes, generally three, or the equivalent.

However, we find the office supply product comparison (referenced as attachment E in the Goodwill response) conducted by Goodwill April 2012 sufficient to satisfy the FMGC small purchase requirements. Accordingly, the corrective actions proposed by Goodwill and the additional documentation provided are sufficient to resolve this finding pending verification during subsequent financial monitoring reviews.

### **3. PAYMENTS TO PARTNERS**

As part of disbursement testing we selected journal entry 627133 in the amount of \$250.00. The payment was for five (5) youth clients who were “no shows” for WIA counseling. Our review did not determine in the Lifeworks partnership agreement or the line item budget the allowance of unit rate payments.

### **RECOMMENDATIONS**

Goodwill should ensure that agreement specifics are delineated in the partnership or other agreement and within the frame work of the original winning bid submitted to the Board. This document should be submitted to the Board upon on completion.

### **GOODWILL RESPONSE**

Goodwill is currently working with Workforce Solutions on a Request for Proposal (RFP) for vendors for counseling services. Language will be inserted in this document that details the requirements for receiving payment for clients who “no show” to their counseling appointments. As a current member of the Youth Employment Partnership, LifeWorks will be asked to sign an addendum to the membership agreement that addresses the “no show” fees.

### **Monitor Response**

The corrective actions proposed by Goodwill appear sufficient to resolve this finding pending verification during subsequent financial monitoring reviews.

## Report Demographics

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**Report Number:** WIA-WERC 13-06

**Report Type:** FINAL Annual Financial and Program Monitoring Evaluation

**Report Issue Date:** Initial Draft April 19, 2013 Final May 29, 2013

**Review Type:** Annual Financial and Program Monitoring Evaluation

**Review Period:** **WIA Youth:** October 1, 2012 through January 31, 2013  
**WERC:** April 1, 2012 through January 31, 2013

**Entity Reviewed:** **Goodwill Industries of Central Texas**

### Contract Demographics

WIA Youth Contract Number: WIAY 14211

Maximum Contract Liability: **1,745,090.00**

WERC Contract Number: WERC GITC 12-14

Maximum Contract Liability: **1,432,115.00**

**Review Conducted By:** **E. T**aylor and **A**ssociates  
Richard J. Rogers  
Sujuane Smith  
John Thompson  
Edward Taylor

**Dates of Fieldwork:** **Weeks ending: March 15, and March 29, 2013**  
Additional items reviewed off-site subsequent to the fieldwork  
Contractor response received May 8, 2013

## **R**eview Background

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The ***Capital Area Workforce Development Board*** (Workforce Solutions) entered into contracts with ***Goodwill Industries of Central Texas (GICT)*** as follows:

**Workforce Investment Act Youth:** for the provision of services to youth clients eligible to receive services under the Workforce Investment Act (WIA). The contract amount is \$1,745,090.00 and the period is October 1, 2012 through September 30, 2013.

**WERC:** A partner in the implementation of the Workforce Employment Readiness and Continuum (WERC) project. The contract period is April 1, 2012 through September 30, 2014 with a maximum funding liability of \$1,432,115.00.



# R

## Review Scope

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### Financial Review Scope

The annual financial monitoring evaluation of **GICT** was conducted on behalf of the Workforce Solutions. The review was performed to assess the reliability of current fiscal data, the degree of compliance with the Workforce Solutions contracts, applicable policies, laws, regulations and the adequacy of internal fiscal controls. The following areas/items were examined:

### WIA YOUTH

The following GICT items were reviewed in the conduct of the WIA fiscal monitoring evaluation:

1. Contract number WIAY 14211 from October 1, 2010 through and including Mod 2 PPS.
2. Bank statements and reconciliations of its *operating* and *payroll* accounts for the period September 2012 through February 2013.
3. A-133 audit report for the period ended December 31, 2011 prepared by *Montemayor Hill & Company, P.C. Certified Public Accountants*
4. *"Goodwill Industries of Central Texas Cost Allocation Plan Amended XXXX"*
5. Twenty five (25) disbursement transactions occurring during the review period of September 2012 through October 2013 selected on a judgmental basis.
6. Insurance policies and certificates provided in accord with the requirements of the applicable provisions of the contract with Workforce Solutions.
7. Payroll transactions for sixteen (16) youth clients for the pay periods ending:
  - September 1, 2012
  - October 13, 2012
  - October 27, 2012
  - December 8, 2012
  - December 22, 2012
  - January 5, 2013
  - January 19, 2013

Documents reviewed included; Client/Trainee Assignment Form, W4 and I9 forms, I9 form identification documents, Youth Employment Partnership (YEP) forms, Intern Confidentiality Agreements, Safety & Behavioral Employment Contracts, WIA Internship Rules/Guidelines, Executed Worksite Training Agreements

8. Payroll transactions for Five (5) GICT employees charged all or in part to its WIA Youth contract with Workforce Solutions for the pay periods ending:
  - September 7, 2012
  - September 21, 2012
  - November 2, 2012
  - November 16, 2012
  - November 30, 2012
  - January 11, 2013
  - January 25, 2013

Documents reviewed included; W4 and I9 forms, I9 form identification documents, Payroll Registers, and Pay Rate Authorization Documents.

9. Office supply procurement price comparison and analysis.

# R

## Review Scope

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### WERC

The following GICT items were reviewed in the conduct of the WERC fiscal monitoring evaluation:

1. Contract number WERCGITC 12-14
2. Budget vs. expenditures as of February 28, 2013
3. Twelve (12) disbursement transactions occurring during the review period of September 2012 through October 2013 selected on a judgmental basis.
4. Payroll transactions for Five (5) GICT employees charged all or in part to its WERC contract with Workforce Solutions for the pay periods ending:
  - September 7, 2012
  - September 21, 2012
  - November 2, 2012
  - November 16, 2012
  - November 30, 2012
  - January 11, 2013
  - January 25, 2013

Documents reviewed included; W4 and I9 forms, I9 form identification documents, Payroll Registers, and Pay Rate Authorization Documents.

5. Insurance policies and certificates provided in accord with the requirements of the applicable provisions of the contract with Workforce Solutions.

### Program Review Scope (WERC Only)

The WERC program review evaluated nineteen (19) client files. The review focused on documentation of eligibility, residence, citizenship and activity assignment.



# R

## Review Findings and Observations

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### FINANCIAL REVIEW WIA AND WERC FINDINGS

Our annual financial review evaluated a representative sample of the areas as outlined in the Review Scope section of this report. Our review did not determine any reportable instances of financial non-compliance and/or significant weaknesses in internal financial controls.

**Accordingly, no findings and or observations are presented.**

### PROGRAM REVIEW WERC FINDINGS

#### 1. Eligibility/Income:

One file (5%) had a potential documentation issue regarding income eligibility.

- File 685055 - Eligibility was based on receiving SNAP benefits and a SNAP benefits printout was in the file. But, the customer was not named on the SNAP grant because she was ineligible for SNAP due to conviction on a felony drug charge.

#### Recommendation

The Contractor should obtain a self-attestation of income from the customer.

#### GICT response:

In response to the WERC Finding, GICT has obtained a self-attestation for the client in question (file 685055) and placed it in her file. Per changes in the program, SNAP benefits are no longer accepted as an acceptable documentation for income eligibility.

#### ETA response:

We find the GICT response acceptable, accordingly this finding is resolved.

**PAYROLL REPORT PARTICIPANT REVIEW**  
**Goodwill of Central Texas 2013**  
**Scope of Review – April 1, 2013 through July 15, 2013**

1. Name of participant: Aubrey Alvarez  
TWIST ID#: 12770895  
Employee #: 015591  
WIA Youth: In School/ Current Age: 17  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 06/19/13      Last Date of Employment: 7/08/13  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** According to case notes and the participant's time sheet, the participant's last date of employment was 7/08/13 however; the participant's subsidized and summer employment work experience services have an end date of 7/12/13. The end date of service should reflect the last date of employment to meet data validation.
  
2. Name of participant: Bree-Anna Dominguez  
TWIST ID#: 12768741  
Employee #: 015594  
WIA Youth: In School/ Current Age: 19  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/18/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** OK
  
3. Name of participant: Cristian Maldonado-Ramirez  
TWIST ID#: 12277838  
Employee #: 015582  
WIA Youth: In School/ Current Age: 19  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/11/13      Last Date of Employment: 7/10/13  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** According to case notes and the participant's time sheet, the participant's last date of employment was 7/10/13 however; the participant's subsidized, and summer employment services have an end date of 7/12/13. The end date of service should reflect the last date of employment to meet data validation.



4. Name of participant: Alan Phillips  
TWIST ID#: 12727186  
Employee #: 015460  
WIA Youth: In School/ Current Age: 18  
Signatures: Y  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 5/15/13      Last Date of Employment: 7/10/13  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** OK
5. Name of participant: Chanice Reed  
TWIST ID#: 9910095  
Employee #: 015555  
WIA Youth: In School/ Current Age: 19  
Signatures: Yes  
Time Sheets signed at the end of the pay period:  
# of hours worked on Time Sheets matches Pay Roll Register:  
First Date of Employment: 6/11/13      Last Date of Employment: 7/3/13  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** OK
6. Name of participant: Alexis Mitchell  
TWIST ID#: 10874213  
Employee #: 763848  
WIA Youth: Out of School/ Current Age: 20  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/17/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** Timesheets for pay period ending 7/6/13 and 6/22/13 lack initials by date changes.
7. Name of participant: Makayla Rangel  
TWIST ID#: 13023911  
Employee #: 015565  
WIA Youth: Out of School Youth/ Current Age: 17  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/10/13      Last Date of Employment: 7/8/13  
Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** According to case notes, the participant's last date of employment was 7/8/13 however; the participant's subsidized and summer employment service have an end date of 7/12/13. The end date of service should reflect the last date of employment to meet data validation.

8. Name of participant: Chelony Jones

TWIST ID#: 10388515

Employee #: 014612

WIA Youth: Out of School/ Current Age: 18

Signatures: Y

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register:

First Date of Employment: 5/07/13 Last Date of Employment: 7/12/13

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** Timesheet for pay period ending 6/8/13 lack initials by date and weekly changes.

9. Name of participant: Antoinette Porter

TWIST ID#: 10436572

Employee #: 764102

WIA Youth: Out of School Youth/ Current Age: 19

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 4/10/13 Last Date of Employment: 7/12/13

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** Case note and TWIST services indicate that the participant started her internship on 4/10/12 however; her time sheet reflects a start date of 4/9/13 and hours worked. Time sheet for pay period ending 4/12/13 lack initials by date changes.

10. Name of participant: Angela Singleton

TWIST ID#: 10619914

Employee #: 015584

WIA Youth: Out of School Youth/ Current Age: 21

Signatures: Y

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 06/17/13 Last Date of Employment: NA

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** OK

11. Name of participant: Shelly Bundoc  
TWIST ID#: 8161886  
Employee #: 014007  
WIA Youth: Out of School/ Current Age: 19  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 05/08/12      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** OK
12. Name of participant: Max Hoppe  
TWIST ID#: 13090501  
Employee #: 015554  
WIA Youth: Out of School Youth/ Current Age: 18  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/11/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** OK
13. Name of participant: Ruben Munoz Salazar  
TWIST ID#: 12735130  
Employee #: 015592  
WIA Youth: Out of School/ Current Age: 18  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/12/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments:** OK
14. Name of participant: Elsy Ventura Sorto  
TWIST ID#: 13075960  
Employee #: 015593  
WIA Youth: Out of School Youth/ Current Age: 20  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/18/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** OK

15. Name of participant: Jennifer Camarillo

TWIST ID#: 10205111

Employee #: 015564

WIA Youth: Out of School Youth/ Current Age: 21

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 6/10/13      Last Date of Employment: 7/12/13

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** OK

16. Name of participant: Marcus Buchardt

TWIST ID#: 12575951

Employee #: 015411

WIA Youth: Out of School Youth/ Current Age: 21

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 5/8/13      Last Date of Employment: 7/5/13

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** Time sheet for pay period ending 7/6/13 lack initials by date changes.

17. Name of participant: Daniel Downing

TWIST ID#: 12919717

Employee #: 015302

WIA Youth: Out of School/ Current Age: 19

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 4/03/13      Last Date of Employment: NA

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents:

Copy of signed I9 and W4 –

**Comments:** Time sheet for pay period ending 5/11/13 lack initials by date changes.

18. Name of participant: Dunn Kwaminique

TWIST ID#: 11456558

Employee #: 015358

WIA Youth: Out of School/ Current Age: 21

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes



First Date of Employment: 4/24/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments: OK**

19. Name of participant: Shelby Norman  
TWIST ID#: 12119390  
Employee #: 015329  
WIA Youth: Out of School/ Current Age: 18  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 4/15/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments: OK**

20. Name of participant: Egypt Nunnery  
TWIST ID#: 12963931  
Employee #: 015553  
WIA Youth: Out of School/ Current Age: 18  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/11/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed I9 and W4 – Yes  
**Comments: OK**

21. Name of participant: Roxanne Preston  
TWIST ID#: 12887530  
Employee #: 015556  
WIA Youth: Out of School/ Current Age: 16  
Signatures: Yes  
Time Sheets signed at the end of the pay period: Yes  
# of hours worked on Time Sheets matches Pay Roll Register: Yes  
First Date of Employment: 6/11/13      Last Date of Employment: NA  
Case notes describing service and providing updates: Yes  
Signatures on time sheet match intake documents: Yes  
Copy of signed W4 – Yes  
**Comments: OK**

22. Name of participant: Audrey Brown

TWIST ID#: 12963611

Employee #: 015402

WIA Youth: Out of School/ Current Age: 17

Signatures: Yes

Time Sheets signed at the end of the pay period: yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 5/06/13      Last Date of Employment: 7/1/13

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** OK

23. Name of participant: Tristan Deck

TWIST ID#: 12769049

Employee #: 015585

WIA Youth: Out of School/ Current Age: 17

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 6/11/13      Last Date of Employment: NA

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** OK

24. Name of participant: Dulce Ocampo-Aguirre

TWIST ID#: 10529055

Employee #: 015586

WIA Youth: Out of School/ Current Age: 21

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 06/11/13      Last Date of Employment: 6/28/13

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** According to case notes and the participant's time sheet, the participant's last date of employment was 6/28/13 however; the participant's subsidized, and summer employment services have an end date of 7/10/13. The end date of service should reflect the last date of employment to meet data validation.

25. Name of participant: Ashley Robbins

TWIST ID#: 12828278

Employee #: 015404

WIA Youth: Out of School/ Current Age: 18

Signatures: Yes

Time Sheets signed at the end of the pay period: Yes

# of hours worked on Time Sheets matches Pay Roll Register: Yes

First Date of Employment: 5/06/13 Last Date of Employment: NA

Case notes describing service and providing updates: Yes

Signatures on time sheet match intake documents: Yes

Copy of signed I9 and W4 – Yes

**Comments:** OK



## Travis County Health and Human Services & Veterans Service

P.O. Box 1748, Austin, Texas 78767  
(512) 854-4100 Fax (512) 279-2197

September 14, 2012

Mark Finger, Board Chair  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 787053  
[mark.finger@ni.com](mailto:mark.finger@ni.com)

### **RE: Travis County Contract #PS090117RE 2012 Monitoring Visit**

Dear Mr. Finger,

We conducted a monitoring review of the contract mentioned above on May 17, 2012. The review included an administrative, financial and programmatic review of the Ready To Work program for the years 2011-2012. During the review, the following was identified:

**Issue #1:** Your current bylaws specify the Board of Directors will have six meetings per year. During our visit, we were only able to find minutes for five meetings.

**Recommendation #1:** We recommend the Goodwill Board of Directors review its bylaws to determine compliance with its operational practices and revise its bylaws as appropriate.

**Issue #2:** We reviewed your Employee Grievance Procedure. This Procedure appears to lack specific timeframes and documentation requirements. How long does an employee have to file a grievance? How is resolution to be documented at steps 1 and 2? What are the timeframes for steps 1 and 2?

**Recommendation #2:** We recommend the Goodwill revise its Employee Grievance Procedure to clearly specify the time allowed to file an employee grievance, how resolution is to be documented and the timeframes for each step of the process.

We commend you for the work provided to the community by Goodwill and thank you for the courtesies extended to us during our visit.

Sincerely,



LaDonna Brazell  
Contract Compliance Specialist  
HHS Finance Division  
512/854-7875  
[ladonna.brazell@travis.co.tc.us](mailto:ladonna.brazell@travis.co.tc.us)

San Juana Gonzales  
Contract Compliance Specialist  
HHS Finance Division  
512/854-4122  
[SanJuana.Gonzales@travis.co.tx.us](mailto:SanJuana.Gonzales@travis.co.tx.us)

cc:

Gerald L. Davis  
Lawrence Lyman  
Sherri Fleming  
Kathleen Haas  
San Juana Gonzales



## Travis County Health and Human Services & Veterans Service

P.O. Box 1748, Austin, Texas 78767  
(512) 854-4100 Fax (512) 854-4115

August 15, 2013

Mark Finger, Board Chair  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Via email: [mark.finger@ni.com](mailto:mark.finger@ni.com)

**Re: 2013 Travis County Monitoring Visit, Contract #PS090117RE**

Dear Mr. Finger:

We conducted a monitoring visit of the contract referenced above on July 15<sup>th</sup>, 2013. The visit included administrative, financial and program performance reviews of the Ready to Work Plus Program.

We are pleased to inform you that no issues or concerns were identified during these reviews.

We commend you for the work provided to the community by Goodwill Industries of Central Texas.

Feel free to contact LaDonna if you have questions. Please extend our thanks to your staff for facilitating our monitoring visit.

Sincerely,

A handwritten signature in cursive script, reading "LaDonna Brazell".

LaDonna Brazell  
Contract Compliance Specialist  
HHS Finance Division  
512/854-7875  
[ladonna.brazell@travis.co.tx.us](mailto:ladonna.brazell@travis.co.tx.us)

A handwritten signature in cursive script, reading "San Juana Gonzales".

San Juana Gonzales  
Contract Compliance Specialist  
HHS Finance Division  
512/854-4122  
[SanJuana.Gonzales@travis.co.tx.us](mailto:SanJuana.Gonzales@travis.co.tx.us)

Cc: Gerald L. Davis, Executive Director, Goodwill Industries of Central Texas  
Sherri Fleming, HHS/VS County Executive, Travis County  
Kathleen Hass, HHS/VS Finance Manager  
Lawrence Lyman, HHS/VS Program Lead

Debra Wanser  
Commissioner

October 19, 2012

Ms. Emily Tassoulas  
CRP Manager  
Goodwill Industries of Central Texas (GICT)  
1015 Norwood Park Blvd.  
Austin, Texas 78753-0000

Subject: Goodwill Industries of Central Texas (GICT)  
Contract Number: 538-09-0001-0000000000446

Dear Mrs. Tassoulas:

On July 5-6, 2012, the Department of Assistive and Rehabilitative Services (DARS) conducted a monitoring review of Goodwill Industries of Central Texas (GICT). The monitoring review period was September 1, 2009 through February 29, 2012. The purpose of this review was to determine your compliance with the above referenced contract and provide technical assistance as needed.

The attached Findings Report describes findings identified during the monitoring visit. Each finding includes the following sections:

- Finding (description of the problem);
- Standard or Criteria (citation of the requirements that were not met);
- Consumer's Cases Affected (if applicable);
- Recommendation (what action to be taken to fix the occurrence); and
- Provider Response (your corrective action plan / response should be written here).

In the space provided for your response, you must:

- summarize the actions you will take to correct the noted deficiency; or
- include a detailed explanation, if you do not agree with the findings. The explanation must include the specific reasons you disagree with the findings and must include additional substantive documentation refuting the finding.

The Findings Report with your detailed corrective action plan / response, and/or any requested documentation must be received at the email address or physical address provided below no later than November 16, 2012.

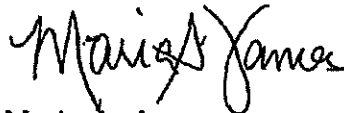
Email: [maria.james@dars.state.tx.us](mailto:maria.james@dars.state.tx.us)

Department of Assistive and Rehabilitative Services  
ATTN: Maria A. James  
Contract Oversight and Support - MC 1410  
Consumer Services Monitoring Unit  
4800 North Lamar Blvd., Suite 300  
Austin, Texas 78756 - 3178

DARS will notify you if your corrective action is approved / disapproved, if further information is needed.

If you have any questions, please contact me at 512-377-0587 or by email at [maria.james@dars.state.tx.us](mailto:maria.james@dars.state.tx.us).

Sincerely,

A handwritten signature in black ink that reads "Maria A. James". The signature is written in a cursive, flowing style.

Maria A. James  
Lead Monitor  
Contract Oversight and Support  
Department of Assistive and Rehabilitative Services

Enclosure: Findings Report

cc: Jim Hanophy  
Alvin Miller  
James Dawson  
Marilyn Eaton  
Lynn Lemky  
Kelly Yarbrough  
Carline Geiger  
Frank Donaldson  
Rober Alexander  
Mike Marler  
Carly Castro  
John Weeks  
Stephanie McDaniel  
Tim Spong



## **FINDINGS REPORT**

**Monitoring Dates:** July 5-6, 2012

**Findings for:** Goodwill Industries of Central Texas (GICT)

**Review Period:** September 1, 2009 through February 29, 2012

**Consumers:** Consumer records selected for this review are listed on the last page

**Services:** DRS, Community Rehabilitation Programs: JC, JP, PSAT, VAT, SE

### **Finding 1:**

1. GICT's invoices were missing two required elements per Standards for Providers Manual:

- Vendor's 14-digit taxpayer Texas identification number (TIN); and
- Dates of Service(s): when benchmark date(s) is/are achieved.

### **Standard or Criteria:**

#### **DRS Standards 1-0055 Invoices**

DRS must receive true and accurate invoices. Invoices must be submitted to the address indicated on the DARS purchase order, must comply with the terms and conditions of the DARS Consumer Contract, and must include, at a minimum, the

- vendor's complete name and address;
- **vendor's 14-digit Texas Identification number (TIN);**
- vendor's contact name and telephone number;
- DARS' purchase order number;
- DARS' delivery address;
- DARS' contract number, if applicable;
- a description of the goods or services provided **including the dates of service\***;
- quantity, unit cost being billed and as documented on the original order; and
- other relevant information supporting and explaining the payment requested or identifying a successor organization to an original vendor, if necessary.

### **Consumer's Cases Affected:**

Consumers listed in table below.

### **Recommendation:**

Provider should submit a CAP that demonstrates that going forward all submitted invoices include required elements per Standards for Providers Manual - 1-0055, and also listed in the terms and conditions of the DARS Consumer Contract.

### **Provider Response:**

**Finding 2:**

Two late invoices out of thirty consumer files, along with the narrative reports were received after the 35 day requirement for services delivered.

**Standard or Criteria:**

Purchase orders state that by accepting this purchase order, the vendor agrees to send an invoice for payment within 35 days of the third party settlement or the end date of the services.

**Consumer's Cases Affected:**

Consumer numbers 9 and 17 in the list below.

**Recommendation:**

Submit a corrective action plan that describes the measures taken to notify the counselor by documenting an email correspondence explaining any issues that could impact late billing.

**Provider Response:**

~~PROVIDER ENTERS CAP RESPONSE~~

**Finding 3:**

One of five files reviewed for Job Placement Referral received, DARS3430, the form was not in GICTs consumer file, and there was no documentation stating GICT requested from the Counselor, however, GICT recalls a verbal conversation.

**Standard or Criteria:**

DRS Standards 2-0305

The DRS counselor and the consumer discuss and determine the consumer's support and assistance needs, identify a Job Placement Services Provider, and complete the DARS3430, Job Placement Services—Referral.

DARS3430, Job Placement Services—Referral identifies the type and amount of assistance the DRS counselor anticipates a consumer may need to gain and maintain employment. This may include

- helping or training the consumer to accurately complete job applications,
- helping or training the consumer in developing a résumé,
- reinforcing essential skills and teaching new skills necessary for conducting a successful job interview,
- helping the consumer develop skills necessary to conduct a job search, and
- providing support necessary for the consumer during the job-seeking process and the first 90 days of employment.

The DRS counselor sends a copy of the DARS3430, Job Placement Services—Referral, and other pertinent information, reports, and testing to the provider before the Job Placement Services planning meeting.

The Job Placement Services planning meeting with the consumer, counselor, and provider can be held in person or through phone conference, video relay, or any method that allows all parties to actively participate in the discussion. The purpose of the meeting is to

- review and clarify the employment training needs identified in the referral;
- identify skills, abilities, experiences, training, and/or education that may relate to the placement;
- identify employment conditions that will need to be considered when helping the consumer find employment;
- identify potential positions and/or employers related to the placement; and
- verify the employment goal.

**Consumer's Cases Affected:**

Consumer number 27 listed in the table below.

**Recommendation:**

Submit a corrective action plan that describes the measures taken to notify the counselor by documenting an email correspondence explaining any issues that could impact late billing.

**Provider Response:**

<PROVIDER ENTERS CAP RESPONSE>

**Finding 4:**

Three of seven consumer files reviewed for Supported Employment contained a DARS1612, Career and Community Support Analysis (CCSA) that did not include evidence documenting information was collected through observation of, and conversation with the consumer, on more than one occasion, in more than one location and from more than one individual who knew the consumer.

**Standard or Criteria:**

DRS Standards 2.11 Standards for Supported Employment Services

**Quality Criteria for the Supported Employment Outcome-Based System**

*DARS1612, Career and Community Support Analysis*

- Is the CCSA complete (areas that are not applicable marked "N/A") and legible?

- Is the CCSA written in narrative format, using positive language and clear descriptive English with minimal bullet points?
- Is there evidence that the information in the CCSA was collected from a variety of people involved in the consumer's life?
- Is there evidence that the information in the CCSA was collected
  - *through observations of the consumer,*
  - *through conversations with the consumer,*
  - *on more than one occasion,*
  - *in more than one location?*
- Does the CCSA identify the unique preferences, interests, skills, and abilities of the consumer?
- Does the CCSA address the consumer's abilities and interests in non-work-related areas such as communication, mobility, hobbies, formal and informal duties at home, and routine daily living activities? Is this information tied to employment possibilities and/or potential support needs?
- Does the CCSA identify concerns of the consumer, consumer's family, and/or support system that need to be addressed as potential conditions of employment?
- Does the CCSA include specific information on problem areas, describe context in which problems occur, and recommend potential support solutions instead of simply using vague labels such as "aggressive" or "self-injurious?"
- Can the accuracy of the CCSA be validated by the consumer, his or her family, or other supports?
- Is the CCSA signed and dated by the provider?

**Consumer's Cases Affected:**

Consumers 3,9, and 16 as listed in table below

**Recommendation:**

The provider should submit a CAP that displays the process that will be put in place to ensure all quality criteria have been met before the CCSA and invoice is submitted to DARS.

**Provider Response**

**Finding 5:**

One of nine files reviewed for Work Adjustment Training (WAT), DARS1334-2, there was no evidence that the IAP goals and objectives were reviewed periodically by the consumer, referring counselor, and trainer.



**Standard or Criteria:**

**DRS Standards Individualized Adjustment Plan (In WAT) 2-0213**

An Individualized Adjustment Plan (IAP), identifying behavioral changes that will be addressed in the course of the Work Adjustment Training (WAT) must be developed jointly by the WA Trainer and the consumer within the first 10 days of training. Payment may be made for WAT during this initial period. The IAP must specify measurable goals and objectives, methods for changes, persons responsible, and target dates for completion of each goal and objective. (DARS3484, Community Rehabilitation Program Individualized Adjustment Plan, may be used or any other format that includes all the same information.)

The IAP is signed by the WA Trainer, the consumer, and the DARS DRS Counselor. Signature by each of these individuals documents understanding of and agreement with the goals and objectives established in the IAP. If the DARS DRS Counselor is not available for personal signature when the IAP is developed, fax the IAP to the counselor and request the counselor's signature before initiating the services on the IAP.

IAP goals and objectives must be reviewed periodically by the trainer, the consumer, and the DARS DRS Counselor and amended as appropriate.

**Consumer's Cases Affected:**

Consumer 16 as listed in table below

**Recommendation:**

The provider is requested to submit a CAP that displays the process that will be put in place to ensure WAT files have documented IAP goals and objectives that have been reviewed by the consumer, referring counselor, and trainer.

**Provider Response**

The consumer case records selected for this review are listed in the table below.

<b><i>Case #</i></b>	<b><i>Consumer's Name</i></b>	<b><i>Case ID #</i></b>	<b><i>VRC #</i></b>	<b><i>Finding #</i></b>
1.	L. Ayensucoker	1307669	D. Brown/#1556	
2.	T. A. Burt	1258093	L. K. Brown/#1329	1
3.	E. A. Cuellar	1261403	M. Dodson/#1619	1, 4
4.	C.J. Goodman	1337701	D.D. Ditta/#1213	1

5.	M. Lamble	1303419	L. K. Brown/#1329	1
6.	N.G. Jimenez	1227580	P.Nzolwu/ #1299	1
7.	C.E. Mackey	1315216	D.D. Ditta/#1213	1
8.	X.Q. Mackey	1278764	D.D. Ditta/#1213	1
9.	D.T. Peebles	1309360	S.Merlin/ #1240	1, 2, 4
10.	B.V. Robinson	1248160	L.D.Edwards/#16 50	1
11.	R. Stoddard	1332895	J. Gilliland/ #2826	1
12.	E. Torres	1168215	G. Hutchins/ #1351	1
13.	B. Bush	1272008	B.K. Hines/ #1535	1
14.	M. Cousins	1223218	M.R. Ashton/ #2874	1
15.	S.M. Ellis	1285907	Vacant/ #1013	1
16.	M.L. Eulenfeld	1287690	A.D. Lockhart/ #1623	1, 4, 5
17.	P. Jones	1272197	C.A. Castro/ #1092	1, 2
18.	D.D. Predom	1319570	C.A. Castro/ #1092	1
19.	I. Ramirez	1327406	R. L. Farris/ #1793	1
20.	T. K. Rauh	1258456	A.D. Lockhart/ #1623	1
21.	J.X. Barlow	1225767	M. M. Montz/ #1033	1
22.	W. Holfellder	1200699	B. E. Perez/ #2851	1
23.	A.J. Kelly	1224939	K. Walter/ #1310	1

24.	A. L. Kennedy	1279859	D. E. Shin/ #2828	1
25.	S.E. Mestler	1194506	B. Lastor/ #1231	1
26.	A.Penwell	1308436	P. Brunson/ #1657	1
27.	A.E. Seremetis	1156754	E. Perez/ #1542	1, 3
28.	S.D. Tesillo	1312120	D. Sauls/ #1365	1
29.	R. J. Whitehead	1276773	S. F. Caillouet/ #1791	1
30.	R.L. Williams	1074956	E. Y. Perez/ #1542	1

## Purpose of the Contract

The purpose of this contract is to create a replicable statewide model for transitional employment for consumers with serious mental health issues. This demonstration program will identify the essential supports and training for successful transitional employment and will provide enough information to establish a fee for service schedule for purchasing transitional employment from vendors. The transitional employment model focuses on continuous job placements in paid or volunteer positions within regular employment settings. The positions are "owned" by the service provider and are guaranteed to be filled by the provider; ensuring continuity for the business and flexibility for the needs of the consumers. The Austin Clubhouse assists consumers with significant mental disabilities by providing recovery focused social supports, in a group process that assists them to re-engage through a focus on meaningful work, social participation and individual and shared responsibility. The transitional work experiences must be consistent with the individual's strengths, resources, priorities, concerns, capabilities, interests and informed choice.

## Scope of Work

- I. Provide Transitional Employment to five DRS consumers referred in accordance with the Clubhouse International Standards of service
- II. Provide Transitional Employment in two, Three month segments with an option for a third three month segment
  - A. First Three Months:
    - Provide regular support and instruction on site with consumer
    - Decide if there is a need or desire for WRAP services by the consumer
    - Collect assessment information in accordance with the anticipated service to be provided at the end of the transitional employment (place, supported employment)
    - If the consumer is in Extended Evaluation- provide assessment information to DRS counselor
    - Train consumers in work ethic, attitude, appearance and productivity
    - Medication Management and reconnection if necessary
    - Assess transportation options
  - B. Second Three Months (Provide training below as agreed upon as appropriate)
    - Continue to provide support and on site instruction as deemed appropriate



- Continue to collect assessment information in accordance with the anticipated service to be provided at the end of the transitional employment (placement, supported employment)
- Develop acceptable application completion skills
- Develop resume writing skills
- Train in appropriate interviewing attire
- Train in interviewing skills
- Consumer will, with supports be exposed to learn appropriate ways to seek out possible employment opportunities through proper resources.
- Train to develop appropriate conflict resolution skills
- Establish a sustainable plan for employment
- Train in Money Management
- Reinforcement of the initial three months tasks
- Establish reliability of external supports identified in CCSA
- Assess need or desire for WRAP

**C.** Third three month (optional- placement or SE services can begin before or during this period)

- Assist consumer in problem solving related to working
- Ensure consumer, in coordination with DRS has access to benefits information and / or benefits counseling
- Actively job seeking
- Reinforcing prior six months processes
- Assessing the need or desire for WRAP

**III.** Clubhouse is to provide documentation in agree upon format on training and supports provide to consumers, consumer progress and consumer preferences (NOTE: the documentation requirements will most likely be modified throughout the contract life, since this is part of the scope of the demonstration.)

Staff's time will also be tracked as well agreed upon activities in order to establish a fee for services rate. These services will continue for a period of 18 months. After the 18 month period, DARS will collect data to assess clear cost of services then generate a cost for service fee. Consumers are to be afforded the opportunity for employment and learn to overcome employment obstacles; as well as have a support system that provides guidance and motivation, as long as the consumer chooses to be a part of Clubhouse.

**Case Management-** Linking of services that will assist consumer to gain and remain independent and employed. It is estimated that the services needed from Case Management will need to focus on Medication monitoring, Identified Supports, Transportation, Housing, food assistance. It is also estimated that Case

Management will need approximately 6 to 10 hours of Case Management services which costs \$25 .00 an hour.

**Job Coaching** – This service is designed to assist consumers in learning their Job tasks through modeling and task repetition. Job Coaches also provide encouragement and guidance. As a service to the provider Job Coaches will complete consumers job tasks if the consumer 'no shows' It is estimated that Job Coaches will be needed approximately 18-32 hours weekly. The hourly cost for Job coaching is approximately \$37.50 X 32 hours, which comes to the sum of \$ 4,800 monthly.

**Enrollment Fee-** This fee is procured as a commitment for services, on behalf of this agency (DRS) as well as Clubhouse. This fee is paid due to the recommendation from Clubhouse, which suggests that by their assessment of the potential consumer, he/ she has all the abilities, strengths, desires, and capabilities to follow-through with and achieve stable employment through the transitional work services provided. The estimated cost for this service is \_\_\_\_\_. Before the fee is paid it is expected that Clubhouse will:

- Develop acceptable applications
- Develop a tool to assess skills and abilities
- Evaluate appropriateness of social skills in a work environment
- Consumer has been exposed to supports that will ensure major transportation needs have been addressed.
- Case Management has been linked and resources have been reached.
- A sustainable plan to maintain employment has been created.
- Assess need or desire for WRAP

**Attachment H**  
**Program Monitoring Reports**

NOTE: The Operation: GoodJobs, Beyond Jobs, and Fatherhood Works have not had monitoring reports completed by the funder within the last two years as of 4/15/2013. The Department of Assistive and Rehabilitation Services completed a program audit of services for people with disabilities in March 2014 with no major findings noted in the exit meeting, but Goodwill has not yet received the formal report. Goodwill would be pleased to provide this information to the City of Austin as soon as it becomes available.





## **PROGRAM MONITORING REPORT**

### **Goodwill Industries of Central Texas WIA Youth**

Date of Report:  
July 3, 2012

Dates of Review:  
June 11-13, 2012

Monitoring Conducted by:  
Cheryl Crawford, Quality Assurance Specialist  
Janee' White, Quality Assurance Specialist

# **A Program Review of Goodwill Industries of Central Texas**

## **Goodwill Industries of Central Texas**

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## EXECUTIVE SUMMARY

The Workforce Solutions – Capital Area Workforce Board (Board) Program Monitor reviewed Goodwill Industries of Central Texas on June 11-13, 2012, to ensure the contractor is in compliance with federal/state program guidelines, local policies and procedures, and compliance with the Texas Child Labor Laws and with Title 29 of the Federal Regulations Labor Part -570 Child Labor Regulations.

The review covered areas including: policies and procedures, equal opportunity (EO), eligibility, automated systems, folder review/eligibility, case management and outreach, participant surveys and worksite conditions, performance goals and outcomes, and monitoring systems.

A total of 7 worksites were reviewed, as well as 15 participants and 9 supervisors that were interviewed. Goodwill continues to have good worksites for the participants that will help them gain work and life skills to succeed in the job market. All of the participants interviewed at the Goodwill worksites were enjoying their jobs. Both participants and supervisors were enthusiastic about the program, and had no complaints.

### **The review resulted in no findings and 2 observations.**

A review of paychecks and time sheets will be conducted July 23, 2012 when financial records will be available to review.

Goodwill Industries of Central Texas and its partners, American Youth Works, Community in Schools and Lifeworks should be commended for the great improvement in the overall program from prior year's reviews to ensure program integrity. Documentation in most file was organized and complete. Policies and procedures were recently modified and comply with state and federal requirements.

Overall, Goodwill continues to build and expand upon their selection of qualified motivated employers who possess the required skills to help the youth succeed in the job market.

Findings, observations and recommendations are identified in the report.

A "finding" is a weakness in internal controls and/or illustrates non-compliance with policies, laws and regulations.

An "observation" is an informal assessment and not a violation of policies, laws and regulations but, may constitute a poor practice that can lead to a nonconformance and/or internal control weaknesses.

## **OBSERVATIONS, RECOMMENDATIONS, AND CONTRACTOR RESPONSES**

### **Observation #1:**

#### **Worksite Training Agreements**

Worksite training agreements were provided and reviewed. A worksite training agreement for Goodwill CRP and Texas Legal Aide were not on file.

In the 2011 monitoring review Goodwill stated in their response that they would include the following to the agreements:

"The Worksite Agreement template will be revised to reflect hourly wage and total hours not to exceed 40 hours per week, 20 hours if participant is currently attending high school."

As of this review the change had not been made.

The numbers of slots were not filled in on the worksite training agreement for the following:

- Texas Rio Grande Legal Aid
- Reagan HS Child Development Center
- Manor Excel Academy
- Goodwill eBooks
- Goodwill Airport

### **Recommendation:**

The agreements for Goodwill CRP and Texas Legal Aid should be completed and a copy of the document provided to the Board.

A revised worksite agreement that includes the item listed above should be part of the revision. Job Descriptions should be attached to the worksite agreements. A copy of the revised worksite agreement should be provided to the Board.

**Goodwill Response:** Worksite Agreements for Goodwill CRP and Texas Legal Aid are submitted with this response. A revised Worksite Agreement which will be effective for the 2012-2013 contract year is also attached. Internal Goodwill documentation required to start an internship include: wage authorization (Client/Trainee Assignment Form); job description; worksite agreement; I-9; and W-4. These are found in every participant file.

**Board Response:** Goodwill's attachments were reviewed and accepted.

### **Observation #2:**

#### **Automated Systems, Folder Review/Eligibility**

Records were reviewed to ensure participant eligibility, delivery of program services, case management, referrals and accuracy of data integrity.

An active list dated 6/4/12 was used to conduct the folder review. Out of 189 participant files 25 were randomly selected for review.

## A Program Review of Goodwill Industries of Central Texas

Case notes do not always appear to be entered timely. Case notes should be data entered into TWIST as they occur.

**Recommendation:** Staff should make the necessary corrections to all concerns noted within the file review. Case notes should be canvased regularly to ensure all information in the files and TWIST are correct.

File Number (on the attached file review list)	Action Recommended	Goodwill Response	Board Response
<b>Observations:</b>			
Files #9, 14, 17, 23 Files are lacking some GED attendance sheets.	Documentation for GED attendance must be placed in the participants files.	File #9: Participant did not attend GED class from Dec'11-Mar'12 and, with the exception of Dec'11, service tracking reflects this. File #14: GED attendance sheets for April & May '12 have been placed in the file (attached). File #17: GED attendance sheet (direct printout from ECM tracking) from Jan-Jun'12 has been placed in file (attached). File #23: Participant did not attend GED class from Jan-Jun'12.	File #9, #14, #17 and #23 -Responses accepted.
Files #1, 2, 6-8, 11-13, 15, 19, 20, 21, 23 Case notes not data entered timely.	Case notes should be entered in TWIST as they happen.	Attached is the Operations Management Guide, effective 3/26/12, establishing TWIST data entry timeframes. This was distributed to all staff and will continue to be enforced in order to ensure all counselor notes are recorded in a timely manner. Counselor notes are never pre-entered. One counselor note window is opened and used to record additional entries within the 10-day window allowed by TWIST.	Response accepted.
Files #19, 20 Case notes lacking for some months.	Participants must be contacted at least once monthly to justify continued services are being provided.	Attached is the Operations Management Guide, effective 3/26/12, establishing TWIST data entry timeframes. This was distributed to all staff and will continue to be enforced in order to ensure all counselor notes are recorded in a timely manner. Failure to do so will result in staff corrective action.	Response accepted.
File #3 File lacking documentation for disability.	Locate documentation for disability and place in the participant's file.	Due to participant confidentiality best practices, Goodwill stores any information regarding a client's disability and/or health status in a secure, locked location separate from the case file (attached). Also, per current TWC-issued eligibility documentation log, only a self-certification is required (any other sources are optional): "It is only necessary to document that the individual has a disability. Detailed information about the disability is not necessary."	Response accepted.



## A Program Review of Goodwill Industries of Central Texas

File #10 Occupational Vocational Training Service needs to be closed.	Participant completed last official class day on 01/25/12. The training service must be closed.	Occupational Vocational Training Service has been closed as of 1/25/12 (DINT edit submitted).	Response accepted.
File #15 Participant needs to post-test TABE in Language.	Participant needs to be contacted to post-test TABE in Language by 07/18/12.	Participant is living temporarily out of area in Temple, TX since April '12 due to personal reasons and has been unable to meet with case manager to complete post-test. Participant has advised of plan to return to Travis County area soon, at which time case manager will schedule TABE post-test.	Response accepted.
File #16 Participant's Citizenship/Eligible Noncitizen Authorization to Work form lacks completion.	The Citizenship/ Eligible Noncitizen Authorization to Work form needs to be completed.	Participant's Citizenship/Eligible Noncitizen Authorization to Work form has been completed (attached).	Response accepted.
File #17 File is lacking Support Service Request for \$25 Simon gift card for transportation assistance issued on 8/02/11.	Locate the Support Service Request and place in participant file.	SSIV was placed in participant's file (attached).	Response accepted.
File #21 Self-Certification form utilized to justify income for the parent is not dated by staff.	Self-Certification form must be dated by staff.	Self-certification form was dated (attached).	Response accepted.
File #23 Participant's employment information is lacking data entry into TWIST Employment Outcomes.	Data enter participant's employment information into TWIST Employment Outcomes.	Per Board technical assistance, employment is not entered in TWIST Employment Outcomes until program exit (due to performance measure requirement of employment in first quarter post-exit). This is mainly because the youth population served changes employment very frequently and usually does not provide employment verification in a timely manner.	Response accepted.
File #24 Participant has Wages reporting in TWIST Tax wages that fall within the participant's income eligibility time frame.	Reported wages need to be documented in the Income Tab.	It was determined that participant met low-income eligibility requirement based on the information she provided at the time of application. Because of the delay in TWIST Tax Wages information, this data was not available at the time of eligibility determination. Also, the eligibility specialist has been made aware of this and going forward will check the TWIST Tax Wages tab for applicants.	Response accepted.
File #25 The Participant is participating in an internship and lacks services in TWIST.	Open services in TWIST to document participant's participation in Internship.	Services 7-Internship and 50-Subsidized Work Experience were opened as of 6/18/12 to reflect participant's internship.	Response accepted.

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## SCOPE & OBJECTIVES

The scope of the review was limited to a program review of Goodwill Industries of Central Texas activities for the period July 1, 2011 through June 13, 2012.

The primary objective of the review was to ensure the contractor is in compliance with federal/state program guidelines, act, regulations and local policies and procedures, and ensure accurate and timely data entry. Also, to identify existing, potential or rising concerns and recommend corrective action. More specifically:

- Verify eligibility
- Review Policies and Procedures
- Review Memorandum of Understanding (MOU's)
- Review case management and file maintenance
- Review data integrity
- Review worksites, participants and supervisors
- Review organization structure/ staffing

## METHODOLOGY

The methodology used in this review included:

- Analysis of relevant federal and state regulations, local and state policies, state plan and contracts between Workforce Solutions and Goodwill Industries of Central Texas;
- Interview Goodwill staff, provider staff, worksite supervisor and participants;
- Review data integrity; and
- Verify supporting documentation/methodology of eligibility, case management and file maintenance;
- Analysis of official contracted and management measures report.

Monitors: Cheryl Crawford, Quality Assurance Specialist  
Janee' White, Quality Assurance Specialist



## **PROGRAM MONITORING REPORT**

### **Goodwill Industries of Central Texas WIA Youth Payroll Review**

Date of Report: July 31, 2012

Dates of Review: July 23, 2012

Monitoring Conducted by:  
Cheryl Crawford, Quality Assurance Specialist  
Janee' White, Quality Assurance Specialist

## A Payroll Review of Goodwill Industries of Central Texas – WIA Youth Program

For the purpose of this review, findings, observations and recommendations are identified in the report.

A “finding” is a weakness in internal controls and/or illustrates non-compliance with policies, laws and regulations.

An “observation” is an informal assessment and not a violation of policies, laws and regulations but, may constitute a poor practice that can lead to a nonconformance and/or internal control weaknesses.

### SUMMARY

On July 23, 2012 The Workforce Solutions – Capital Area Workforce Board (Board) conducted a monitoring visit of the WIA Youth Program at Goodwill Industries of Central Texas. The primary objective of the review is to ensure the contractor is in compliance with federal/state program guidelines, as well as to ensure the time sheets are filled out accurately, and participants are paid timely.

A payroll review was conducted on July 23, 2012. A random selection of 30 participant’s time sheets for payroll periods covering May 1, 2012 through July 15, 2012, were reviewed and compared to Goodwill’s payroll register. The review resulted in **1 finding** and **7 observations**.

### OBSERVATIONS AND RECOMMENDATIONS FROM PAYROLL REVIEW:

#### Participant Time Sheets

#### Goodwill’s Payroll Register

#### TWIST Data Entry of Services and Case Notes

The main concerns of the payroll review are listed below and a detailed report with the participant’s names and information is attached.

File Number (on the attached payroll review list)	Action Recommended	Goodwill Response	Board Response
<b>Findings:</b>			
<b>Finding 1- Goodwill’s Pay Register and Time Sheet #18, #29, #30: #18</b> The participant’s payroll registers and checks reflect that the participant was only paid \$5.15 an hour for pay period ending 6/9/12, 6/23/12, and 7/7/12. Participant is to be paid \$8.00 an hour.	<b>#18</b> The participant must be paid the difference for each pay period and a copy of the check sent to the Board. <b>(a copy of the difference being paid was sent to the Board on 7/27/12).</b> The payroll register for all pay periods must be reviewed to ensure all participants are being paid \$8.00 an hour.	<b>File #18:</b> Copy of check for difference owed submitted via email on 7/27/12. A labor allocation report will be run and reviewed every 2 weeks to ensure all participants are paid the correct wage.	<b>Response accepted.</b>
<b>Observations:</b>			
<b>Observation 1– Participant’s Time Sheet #9:</b> The participant’s time sheet for pay period covering 06/24/12 – 07/07/12 is lacking in the folder.	<b>#9</b> The participant’s time sheet needs to be placed in the folder.	<b>File #9:</b> Participant submitted timesheet (attached) on 7/23/12, so there was no timesheet in the file at time of review.	<b>Response accepted.</b>

## A Payroll Review of Goodwill Industries of Central Texas – WIA Youth Program

<b>Observation 2- Participant's Service #11:</b> Employment Services were closed with end date of 07/17/12. The participant's last date of employment was 06/14/12.	<b>#11</b> The participant's Internship and Subsidized Work Experience service needs to be closed for the last date of employment which was 06/14/12.	<b>File #11:</b> DINT request has been submitted to change the end dates of internship-related services as of 6/14/12.	<b>Response accepted.</b>
<b>Observation 3- Participant File #12, #13:</b> The participants Subsidized and Summer Work Experience services are open. According to their Client/Trainee Form the participants have terminated.	<b>#12&amp;13</b> The participants have completed summer employment and their employment services must be closed.	<b>File #12:</b> Case note added indicating when & why summer employment was terminated.  <b>File #13:</b> Internship services have been closed and case note added.	<b>Response accepted.</b>  <b>Response accepted.</b>
<b>Observation 4- Participant Time Sheet #14, #27:</b> <b>#14</b> The Participant's time sheet dated 7/7/12 signature appears different than the participant's application signature.  <b>#27</b> The Participant's time sheet dated 6/9/12 signature appears different than the participant's other time sheets.	<b>#14 &amp; 27</b> These specific time sheets must be signed by the participant whom completed the work and a copy sent to the Board.	<b>File #14:</b> Timesheet for PPE 7/07/12 has been resigned by participant (attached). Guidelines have been reviewed with both participant and worksite supervisor.  <b>File #27:</b> Timesheet for PPE 6/09/12 has been resigned by participant (attached). Guidelines have been reviewed with both participant and worksite supervisor.	<b>Response accepted.</b>  <b>Response accepted.</b>
<b>Observation 5- Participant Case Notes/Time Sheet #6, #12:</b> Case notes for reported days missed by participant do not reflect what is reported on participant's time sheet.	<b>#6 &amp; 12</b> An explanation is needed reflecting which is correct, the case notes or the time sheet.	<b>File #6:</b> Timesheet is correct. Data entry error in case note – date of case note should have been 5/09/12 instead of 5/07/12.  <b>File #12:</b> Timesheet is correct. Case note added indicating why participant worked on 6/22/12.	<b>Response accepted.</b>  <b>Response accepted.</b>
<b>Observation 6- Participant Worksite Paper Work #21, #25:</b> The Participants files lack paper work for new work site.	<b>#21 &amp; 25</b> Paper work for new work sites must be placed in the participants file.	<b>File #21:</b> Paperwork for summer employment that began on 6/04/12 was filed under the Summer Employment tab at time of review. Because the original planned end date for this activity was 7/06/12, services were closed on that date. However, summer employment was extended for another 100 hours at the same worksite, so case manager re-opened services as of 7/09/12. This summer employment ended on 8/10/12 and the term form will be filed when received. A case note entry has been made in TWIST to clarify this issue.  <b>File #25:</b> Paperwork for internship that was supposed to begin on 6/11/12 is attached.	<b>Response accepted.</b>  <b>Response accepted.</b>



## A Payroll Review of Goodwill Industries of Central Texas – WIA Youth Program

<b>Observation 7-Participant Service #25:</b> The participant has a Subsidized Work Experience Service Open for 06/11/12. The participant did not start employment at the worksite.	<b># 25</b> The participant's Subsidized Work Experience Services with start date of 06/11/12 must be deleted as the participant did not start employment.	<b>File #25:</b> DINT request has been submitted by Board staff to delete Subsidized Work Experience service dated 6/11/12.	<b>Response accepted.</b>
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### Action Required:

No action required. All responses are accepted.



**Date of Report: June 25, 2013**

**Program Monitoring Report  
Goodwill Industries of  
Central Texas**

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**Date of Review: June 10 - 13, 2013**

Review Conducted By:  
**Cheryl Crawford, Quality Assurance Manager**  
**Janee' White, Quality Assurance Specialist**

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## **Executive Summary**

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The Workforce Solutions – Capital Area Workforce Board (Board) Quality Assurance Specialists reviewed Goodwill Industries of Central Texas on June 10-13, 2013. The review was to ensure the contractor is in compliance with Workforce Investment Act (WIA) federal/state program guidelines, local policies and procedures, and compliance with the Texas Child Labor Laws and with Title 29 of the Federal Regulations Labor Part -570 Child Labor Regulations.

The review covered areas including: policies and procedures, equal opportunity (EO), eligibility, automated systems, folder review/eligibility, case management and outreach, participant surveys and worksite conditions, performance goals and outcomes, and monitoring systems.

A total of 9 worksites were reviewed, as well as 14 participants and 8 supervisors. Goodwill continues to have an excellent selection of worksites for the participants which offer skills to help the youth succeed in the job market. All of the participants interviewed at the Goodwill worksites were enjoying their jobs. Both participants and supervisors had positive comments about the program, and had no complaints.

### **The review resulted in no findings and 2 observations.**

A review of paychecks and time sheets was conducted July 16, 2013 when financial records were available for review. A report will be provided to Goodwill summarize any findings or observations.

Documentation in files was organized, case notes, and services were entered timely and complete. Policies and procedures were recently modified to comply with state and federal requirements.

A Texas Workforce Commission (TWC) common finding has been “open services.” Goodwill is ensuring participants open services do not exceed 365 days and are being provided timely and appropriately.

For the purpose of this review, findings, observations and recommendations are identified in the report.

A “finding” is a weakness in internal controls and/or illustrates non-compliance with policies, laws and regulations.

An “observation” is an informal assessment and not a violation of policies, laws and regulations but, may constitute a poor practice that can lead to a nonconformance and/or internal control weaknesses

## Findings, Observations, Recommendations, and Contractor Responses

### Worksite Training Agreements

#### Observation #1:

Worksite training agreements were provided and reviewed. The worksite training agreements for Goodwill Community Rehabilitation Program (CRP), Goodwill Wells Branch, and State Independent Living Council (SILC) lacked the number of work slots available.

#### Recommendation:

It is recommended that the number of work slots is filled into the worksite agreement and copies of the documents provided to the Board.

**Goodwill Response:** The number of work slots available has been added to the worksite agreements for Goodwill Community Rehabilitation Program (CRP), Goodwill Wells Branch, and the State Independent Living Council (SILC). These updated worksite agreements are attached.

**Board Response:** Documents have been reviewed and response accepted.

### Automated Systems, Folder Review/Eligibility

#### Observation #2:

Records were reviewed to ensure participant eligibility, delivery of program services, case management, referrals and accuracy of data integrity.

An active list dated June 6, 2013 was used to conduct the folder review. Out of 192 participant files 25 were randomly selected for review.

**Recommendation:** Staff should make the necessary corrections to all concerns noted within the file review.

**Goodwill Response:** Corrections have been made and documentation provided to the Board.

**Board Response:** Documents have been reviewed and all responses accepted.

File Number (on the attached file review list)	Action Recommended	Goodwill Response	Board Response
<b>Observations:</b>			
File #13 a) The participant's Individual Service Strategy (ISS) has not been updated to reflect the participant is participating in GED services.	a) The participant's ISS needs to be updated.	a) The ISS was updated to reflect GED service 54. ISS page is attached.	Response accepted.



File #14 a) Supplemental Nutrition Assistance Program (SNAP) Documentation is not within the income determination period of 4/27/10 to 10/25/10. SNAP Documentation reflects period of 11/01/10 to 4/30/11; however TWIST SNAP History tab documents that the participant received benefits with in the time frame.	a) Documentation is needed to reflect income determination period of 4/27/10 to 10/25/10.	a) A TIERS screenshot for this participant for the income determination period has been added to the file and is attached.	Response accepted.
File #16 a) The participant's Internship and Subsidized Work Experience services were opened on 4/10/13 and documented on the participant's ISS as starting on 4/10/13. According to case notes, the participant started her internship on 4/11/13 this does not meet data validation.  b) Timesheet for Week of 4/14/13 – 4/20/13 reflects weekly hours of 20 however; the participant only worked 16 hours. The participant was over paid four hours.	a) The start date of the participant's Internship and Subsidized Work Experience service needs to be changed to reflect the correct start date in order to meet data validation.  b) This was brought to Goodwill's attention. They have deducted the four hours from the participant's paycheck dated 6/28/13.	a) Services that reflect internship (7 and 50) have been corrected in TWIST to reflect the start date of 4/11/13. ISS has also been corrected and is attached.  b) A copy of the pay stub has been provided to the Board.	Response accepted.  Response accepted.
File #17 a) The participant's Authorization for Release of Information form is lacking initials and date from participant.	a) The form needs to be initialed and dated by the participant.	a) The Release of Information has been initialed and dated by the participant – copy attached.	Response accepted.
File #18 a) The participant's Skills and Activities section of the ISS is lacking completion.	a) The participant's Skills and Activities section of the ISS needs to be completed.	a) This has been completed and a copy of the ISS pg. 3 is attached.	Response accepted.
File #22 a) Support service in the amount of \$16, issued May 2013, is lacking data entry into TWIST Support Service tab.	a) Data enter the participant's support service information into TWIST Support Service tab.	a) This support service had not been entered because only the check request had been submitted for approval. The participant actually received the \$16 check on 7/08/13 – this has been entered in TWIST and the corresponding SSIV is attached.	Response accepted.
File #24 a) Last GED attendance sheet in the folder is dated 4/1/13. Case notes indicate that the participant will continue to attend GED tutoring until the participant has completed all five GED test and obtain GED.	a) If the participant has been attending time sheet are needed for the months of May and June 2013. If not attending then the tutoring service should be closed as of 5/1/13.	a) Participant last participated in GED tutoring on 4/03/13, so service 72- Tutoring/Study Skills has been closed as of 5/03/13 to comply with the 30-day no participation/no contact internal policy.	Response accepted.

**Conclusion:** All responses have been verified and accepted. No further action is needed.

## Scope and Objectives

The scope of the review was limited to a program review of Goodwill Industries of Central Texas activities for the period July 1, 2012 through June 13, 2013.

The primary objective of the review was to ensure the contractor is in compliance with federal/state program guidelines, act, regulations and local policies and procedures, and ensure accurate and timely data entry. Also, to identify existing, potential or rising concerns and recommend corrective action. More specifically:

- Verify eligibility
- Review Policies and Procedures
- Review Memorandum of Understanding (MOU's)
- Review case management and file maintenance
- Review data integrity
- Review worksites, participants and supervisors
- Review organization structure/ staffing

## Methodology

The methodology used in this review included:

- Analysis of relevant federal and state regulations, local and state policies, state plan and contracts between Workforce Solutions and Goodwill Industries of Central Texas;
- Interview Goodwill staff, provider staff, worksite supervisor and participants;
- Review data integrity; and
- Verify supporting documentation/methodology of eligibility, case management and file maintenance;
- Analysis of official contracted and management measures report



**Goodwill Industries of Central Texas  
WIA Youth  
Payroll Review**

Date of Report: July 22, 2013

Date of Review: July 16, 2013

Monitoring Conducted by:  
Janee' White, Quality Assurance Specialist

## A Payroll Review of Goodwill Industries of Central Texas – WIA Youth Program

For the purpose of this review, findings, observations and recommendations are identified in the report.

A “finding” is a weakness in internal controls and/or illustrates non-compliance with policies, laws and regulations.

An “observation” is an informal assessment and not a violation of policies, laws and regulations but, may constitute a poor practice that can lead to a nonconformance and/or internal control weaknesses.

### SUMMARY

On July 16, 2013 The Workforce Solutions – Capital Area Workforce Board (Board) conducted a monitoring visit of the WIA Youth Program at Goodwill Industries of Central Texas. A payroll review was conducted to ensure the contractor is in compliance with federal/state program guidelines, as well as to ensure participants are paid timely and accurately. The review covered areas including: Goodwill’s Payroll Register, participant time sheets, folder review/documentation, The Workforce Information System of Texas (TWIST) and case notes.

A random selection of 25 participant’s time sheets for payroll periods covering April 1, 2013 through July 15, 2013, were reviewed and compared to Goodwill’s payroll register. The review resulted in **0 findings** and **3 observations**.

### OBSERVATIONS AND RECOMMENDATIONS FROM PAYROLL REVIEW:

The main concerns of the payroll review are listed below. Staff should make the necessary corrections noted within the participant review.

File Number (on the attached payroll review list)	Action Recommended	Goodwill Response	Board Response
<b>Observations:</b>			
<b>Observation 1 - Participants' End Date of Service #1, #3, #7 and #24:</b> The end dates of the participants' employment services do not match the last date of employment recorded in the participants' case notes and time sheet.	<b>#1, #3, #7 and #24:</b> To meet data validation requirements, the end dates of the participants' employment services needs to be closed out to match the last date of employment documented in the participants' case notes and time sheet.	<b>#1, #3, #7 and #24:</b> Service end dates have been corrected for samples 1, 7, and 24 (Data Integrity Request (DINT) edit submitted). Sample 3 corrected timesheet is attached to show participant worked on 7/12/13.	Responses were verified and accepted.
<b>Observation 2 – Participant's Start Date of Service #9</b> The start date of the participant's internship services do not match the start date of employment documented in participant's case notes and time sheet.	<b>#9:</b> To meet data validation requirements, the start date of the participant's employment services needs to match the start date of employment documented in the participants' case notes and time sheet.	<b>#9:</b> DINT edit submitted to correct the service start dates.	Response was verified and accepted.

## A Payroll Review of Goodwill Industries of Central Texas – WIA Youth Program

<b>Observation 3 – Initialing Time Sheets #6, #8-9, #16-17</b> Corrections made to the participants' time sheets lacked initials.	<b>#6, #8-9, #16-17:</b> Corrections made to the participants' time sheets should be initialed.	<b>#6, #8-9, #16-17:</b> Updated timesheets are attached for samples 6, 8, 9, 16, and 17.	<b>Response</b> was verified and accepted.
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**Conclusion:** All Responses have been verified [REDACTED] accepted. No further action is needed.



# Travis County Health and Human Services & Veterans Service (TCHHS/VS)

## Program Performance - Quarter 4 Report, 2012

Time Period Covered by Report: 10/1/2012 - 12/31/2012

Date Report is Due to TCHHS/VS: 1/15/2013

**Section I: Performance Report Information.** Please only update the blue-shaded cells. The red triangles located in the upper right-hand side of some cells provide additional instructions related to the information requested. If you have other questions, please contact your Contract Specialist. Once you have completed the Performance, Demographic, and Zip Code forms for this quarter, please email this file to: CountyAgencyContact@co.travis.tx.us.

Legal Agency Name: Goodwill Industries of Central Texas Contract Program Name: Ready To Work Agency Contact Name & Phone No.: Marisa Rodriguez 512-748-1358 Original Submission Date:   
 TCHHS/VS Program Lead & Phone No.: Lawrence Lyman 854-4278 TCHHS/VS Contract Specialist & Phone No.: LaDonna Brazell 854-7875 Contract Term: January 1, 2012 - December 31, 2012 Date Revised Report was Submitted (if applicable):

**Section II: Performance Data.** In this next section, input this program's actual performance results for the quarter covered by this report. If the performance result submitted in a previous quarter was inaccurate, please update this information in this section and **do not change the information presented in previous quarters' worksheets**. Include performance results achieved through funding provided by TCHHS/VS and by sources other than TCHHS/VS. Please also ensure that all results presented in this section match when they should. For example, if Output #1 measures the total number of clients served and Outcome Denominator #1b also measures the total number of clients served, then their results (or numbers) should be the same.

TOTAL PROGRAM PERFORMANCE DATA										
Performance Measure Identifier	Performance Measure Title		TOTAL PROGRAM ACTUAL QUARTERLY PERFORMANCE RESULTS				YTD PERFORMANCE SUMMARY (Please do not modify information included in this section. If this information is modified, the report will need to be re-submitted.)			
			Q1 Jan. - Mar.	Q2 Apr. - Jun.	Q3 Jul. - Sep.	Q4 Oct. - Dec.	Total Program Q1-Q4 Actual Performance	Total Program 12 Mo. Goal (from contract)	% of Q4 Goal Achieved	Explanation about Variance Required in Comments Section?
OUTPUTS										
OP#1	Total number of unduplicated clients served:		44	157	165	150	516	570	91%	No Explanation Required
OP#2	Number of clients participating in training:		44	157	160	150	511	450	114%	Explanation Required
OP#3	Number of clients who obtain employment:		35	83	118	65	301	300	100%	No Explanation Required
OUTCOMES										
OC#1a	Number of clients who obtained employment:	(numerator)	35	83	118	65	301	300	100%	No Explanation Required
OC#1b	Total number of clients who received services:	(denominator)	44	157	165	150	516	570	91%	No Explanation Required
OC#1c	Percentage of clients who obtain employment:	(outcome rate)	80%	53%	72%	43%	58%	53%	111%	Explanation Required
OC#2a	Number of clients who obtained employment 2 quarters prior AND retained employment for 180 days:	(numerator)	29	23	18	29	99	150	66%	Explanation Required
OC#2b	Total number of clients who obtained employment 2 quarters prior:	(denominator)	55	37	35	83	210	300	70%	Explanation Required
OC#2c	Percentage of clients who obtained employment 2 quarters prior AND retained employment for 180 days:	(outcome rate)	53%	62%	51%	35%	47%	50%	94%	No Explanation Required
OC#3a	Number of clients who obtained employment at \$10/hour or more:	(numerator)	18	15	45	32	110	100	110%	No Explanation Required
OC#3b	Total number of clients who obtained employment:	(denominator)	35	83	118	65	301	300	100%	No Explanation Required
OC#3c	Percentage of clients who obtained employment at \$10/hour or more:	(outcome rate)	51%	18%	38%	49%	37%	33%	110%	No Explanation Required

**Section III: Comments.** When completing this section, please:

- Avoid acronyms and other jargon that would not be understood by lay persons;
- Briefly explain any missing or incomplete data from Section II;
- Briefly explain every measure listed in Section II that requires an explanation for +/- 10% variance (e.g., "Output #1 is higher than expected because...");
- Provide any information that would be helpful in understanding significant trends or changes in performance levels that may be occurring;
- Document any known problems with the data and plans for addressing them; and
- Document any actions taken related to actions promised in previous quarters' comments.

When budget shifts are expected to change performance +/- 10%, please document the amount of the funding change and the estimated impact on the performance results.

Please note that comments may be used verbatim in public reports.

COMMENTS	
Updates to Quarter 1 Comments	OP#1 for Quarter 1 is lower than expected due to the delayed begin date of funding of the Ready to Work Plus program. The funding begin date was originally expected to be October 1 2011 but was delayed until April 1, 2012. Funding will increase by \$338,421 per 6 months starting April 1 2012 and will significantly increase the number of clients served during the rest of the Travis County contract year. OP#2 for Quarter 1 is lower than expected. See explanation for OP#1. OP#3 for Quarter 1 is lower than expected. See explanation for OP#1. OC#1c for Quarter 1 is higher than expected because capacity for providing client training and employer development within the agency were increased in anticipation of a significant increase in client numbers starting in



Updates to Quarter 2 Comments	OP#1 for Quarter 2 is below goal for year-to-date because the Ready to Work Plus program, which was expected to start in October 2011, did not start until April 2012. However enrollment in total programs increased by 356% between Quarter 1 and Quarter 2 due to the start of the Ready to Work Plus Program in Quarter 2, and we expect to come close to reaching our 12 month goal by the end of 2012. 36 clients have been enrolled year-to-date with County funding (51% of County 12 month goal). OP#2 for Quarter 2 is below goal. See explanation for OP#1. OP#3 for Quarter 2 is below goal for year-to-date because the Ready to Work Plus program started later than expected. However the number of clients who obtained employment increased by 237%
Updates to Quarter 3 Comments	OP#1 for Quarter 3 is lower than expected for Year to Date due to the delayed start of the Ready to Work Plus program which resulted in lower enrollment during Quarter 1. We have increased outreach to partners and community-based organizations, including receiving referrals through the Travis County Adult Probation S.M.A.R.T. program, to make up for the delay. However the loss of United Way funding during Quarter 3 also affected our enrollment numbers. OC#1b is lower than expected (see explanation for OP#1). OC#1c is higher than expected due to an increase in business and organization partnerships, outreach, and intensive services per client as part of the increase in the City of Austin funding for the RTW+ program. OC#2a is lower than
Quarter 4 Comments	OP#2 is higher than expected for YTD due to our high client enrollment for Q4. In addition, all clients are offered job readiness trainings that are part of the required job readiness curriculum. Thus, resulting in a high attendance rate among clients. OC#1c is higher than expected for YTD due to the increased accessibility to occupational skills training that is offered to clients during their case management. Having obtained a certification allows clients to become more marketable and employable. OC#2a and OC#2b are lower than expected for Q4 due to several staff who were relocated to other sites resulting in clients receiving a new case manager. During this transition, newly assigned case managers had a difficult time contacting clients to follow-up since phone

# Travis County Health and Human Services & Veterans Service (TCHHS/VS)

## Program Performance - Quarter 2 Report, 2013

Time Period Covered by Report: 4/1/2013 - 6/30/2013

Date Report is Due to TCHHS/VS: 7/15/2013

**Section I: Performance Report Information.** Please only update the blue-shaded cells. The red triangles located in the upper right-hand side of some cells provide additional instructions related to the information requested. If you have other questions, please contact your Contract Specialist. Once you have completed the Performance, Demographic, and Zip Code forms for this quarter, please email this file to: CountyAgencyContact@co.travis.tx.us.

Legal Agency Name: Goodwill Industries of Central Texas Contract Program Name: Ready to Work Plus Agency Contact Name & Phone No.: Marissa Fernandez (512) 748-0515 Original Submission Date: 7/12/13

TCHHS/VS Program Lead & Phone No.: Lawrence Lyman 512/854-4278 TCHHS/VS Contract Specialist & Phone No.: LaDonna Brazell 512/854-7875 Contract Term: January 1, 2013 - December 31, 2013 Date Revised Report was Submitted (if applicable):

**Section II: Performance Data.** In this next section, input this program's actual performance results for the quarter covered by this report. If the performance result submitted in a previous quarter was inaccurate, please update this information in this section and **do not change the information presented in previous quarters' worksheets**. Include performance results achieved through funding provided by TCHHS/VS and by sources other than TCHHS/VS. Please also ensure that all results presented in this section match when they should. For example, if Output #1 measures the total number of clients served and Outcome Denominator #1b also measures the total number of clients served, then their results (or numbers) should be the same.

TOTAL PROGRAM PERFORMANCE DATA									
Performance Measure	Performance Measure Title		TOTAL PROGRAM QUARTERLY PERFORMANCE RESULTS		YTD PERFORMANCE SUMMARY				
			Q1 Jan. - Mar.	Q2 Apr. - Jun.	Total Program Q1-Q2 Actual Performance	Total Program 12 Mo. Goal (from contract)	Total Program Q2 Goal (or, 50% of 12 Mo. Goal)	% of Q2 Goal Achieved	Explanation about Variance Required in Comments Section?
OUTPUTS									
OP#1	Number of unduplicated clients served:		186	142	328	605	303	108%	No Explanation Required
OP#2	Number of clients enrolled in Occupational Skills Training:		27	35	62	100	50	124%	Explanation Required
OP#3	Number of clients who obtain employment:		84	104	188	406	203	93%	No Explanation Required
OUTCOMES									
OC#1a	Number of clients who obtained employment:	(numerator)	84	104	188	406	203	93%	No Explanation Required
OC#1b	Number of unduplicated clients served:	(denominator)	186	142	328	605	303	108%	No Explanation Required
OC#1c	Percentage of clients who obtain employment:	(outcome rate)	45%	73%	57%	67%	67%	85%	Explanation Required
OC#2a	Number of clients who obtained employment (2) quarters prior AND retained employment for 180 days:	(numerator)	56	42	98	203	102	97%	No Explanation Required
OC#2b	Total number of clients who obtained employment (2) quarters prior:	(denominator)	118	65	183	406	203	90%	No Explanation Required
OC#2c	Percentage of clients who obtained employment (2) quarters prior AND retained employment for 180 days:	(outcome rate)	47%	65%	54%	50%	50%	107%	No Explanation Required
OC#3a	Number of clients who obtained employment at \$10/hour or more:	(numerator)	37	36	73	203	102	72%	Explanation Required
OC#3b	Total number of clients who obtained employment:	(denominator)	84	104	188	406	203	93%	No Explanation Required
OC#3c	Percentage of clients who obtained employment at \$10/hour or more:	(outcome rate)	44%	35%	39%	50%	50%	78%	Explanation Required



**Section III: Comments.** When completing this section, please:

- Avoid acronyms and other jargon that would not be understood by lay persons;
- Briefly explain any missing or incomplete data from Section II;
- Briefly explain every measure listed in Section II that requires an explanation for +/- 10% variance (e.g., "Output #1 is higher than expected because...");
- Provide any information that would be helpful in understanding significant trends or changes in performance levels that may be occurring;
- Document any known problems with the data and plans for addressing them; and
- Document any actions taken related to actions promised in previous quarters' comments.

When budget shifts are expected to change performance +/- 10%, please document the amount of the funding change and the estimated impact on the performance results.

*Please note that comments may be used verbatim in public reports.*

COMMENTS	
Updates to Quarter 1 Comments	OP#1 is higher than expected due to the large number of carry over clients from December 2012 that were still active and enrolled. There were approximately 28 clients that were carry-over into Quarter 1. OP#3 is lower than expected for Quarter 1 because we had 84 clients obtaining employment, however, there were actually 95 placements in total but could not count 11 of the placements since they were a secondary placements. Out of these 11 secondary placements that were not able to be counted, 91% of them either increased their wage or increased the amount of hours worked per week from their initial placement. OC#1a, OC#1b and OC#1c is lower than expected for the Quarter 1 due to the lower number of placements obtained and to the higher number of enrollments that included carry-over. Goodwill Industries has taken a proactive approach by creating a new employer developer position to facilitate employment opportunities for clients enrolled into the program. In addition, staff will meet regularly to strategize on how to better assist clients in reaching their employment goals. OC#2a and OC#2b is higher than expected for Quarter 1 due to the high percentage of clients that retained employment. Case managers provided ongoing case management and support services such as bus passes, financial literacy trainings, and housing assistance to ensure clients were able to successfully maintain employment. OC#3a, OC#3b, and OC#3c is lower than expected due to the number of clients that accepted employment offers that were below goal wage. Often clients accept employment offers, even if the wage is lower, so that they can meet their immediate financial needs. Staff continues to work with these clients to enroll them in occupational training and job searching for employment at a more liveable wage. Out of the county share of clients, 50% did earn a wage of \$10.00 per hour or more.
Quarter 2 Comments	OP#2 is higher than expected due to case managers being diligent in enrolling clients into occupational skills trainings. In addition our partner, Austin Community College, offered numerous courses during the spring in which case managers worked quickly to get clients screened, approved, and enrolled into classes. OC#1c is lower than expected for YTD due to the fact our Quarter 1 percentage was low due to the high number of enrolled clients (which included carryover clients) versus clients who obtained employment. However, for Quarter 2 we exceeded our goal by achieving a 75% outcome rate by placing 104 clients into jobs. Additionally, it would be important to note that overall there were a total of 131 placements, however, we were unable to report 27 of them since there were secondary placements. Out of the 27 secondary placements, 13 of them had an increase in wage or increase in hours worked which is a 48% rate. OC#3a and OC#3c is lower than expected for Quarter 2 and YTD due to the low percentage of clients that achieved a job earning \$10 or more per hour. Clients are eager to find employment and accept job offers at a lower wage so that they can meet their immediate financial obligations. Case managers continue to work with clients in achieving their educational and employment goals so that can assist clients in finding subsequent employment at a much higher wage. Although we did not meet the \$10 or more wage goal, the average hourly wage for the clients who were placed was \$9.34 an hour.

STANDARDIZED QUARTERLY PERFORMANCE REPORT  
PRISONER RE-ENTRY INITIATIVE (PRR) GRANT

ETA-9140

Program Quarter/Year: 3/2013

Report Due Date: 04/30/2014

OMB No 1205-0455

Expires: 5/31/2015

**A. Grantee Identifying Information**

Grantee Name	GOODWILL INDUSTRIES OF CENTRAL TEXAS	Grant Number	PE-24414-13-60-A-48
Program/Project Name	Prisoner Re-Entry Initiative	Project or Sub-Project ID/Number	
Address	1015 Norwood Park Boulevard Austin TX 78753	Report Quarter End Date:	03/31/2014
		Enrollment Goal	250

Performance Items	Previous Quarter (A)	Current Quarter (B)	Cumulative for Program Year (C)	Program-to-Date (D)
<b>B. Participant Summary Information</b>				
1 Total Exits	5	2	7	7
2 Total Participants Enrolled	19	27	51	51
3 Total Participants Served	11	39	42	42
4a Male	0	12	12	12
4b Female	19	15	39	39
5a Hispanic/Latino	4	7	12	12
5b American Indian or Alaska Native	0	1	1	1
5c Asian	1	0	1	1
5d Black or African American	8	4	15	15
5e Hawaiian Native or Other Pacific Islander	0	0	0	0
5f White	9	23	34	34
6a 8th grade and under	0	1	1	1
6b 9th grade - 12th grade	6	5	13	13
6c High School graduate or equivalent	8	9	20	20
6d 1-3 years of college, or full-time technical or vocational school	3	8	11	11
6e 4 years of college or more	2	4	6	6
7a Age 18-24	3	5	8	8
7b Age 25-34	4	11	17	17
7c Age 35-44	5	10	17	17
7d Age 45-54	5	1	7	7
7e Age 55 or older	2	0	2	2
8 Eligible Veterans	1	1	2	2
9 Limited English Proficient	0	0	0	0
10 Persons with a Disability	2	1	3	3
11 Not Employed at Program Participation	18	27	50	50

**C. Additional Participant Information to be collected at enrollment**

1a Own/rent apartment, room, or house	0	5	5	5
1b Staying at someone's apartment, room or house (Stable)	6	3	9	9
1c Halfway house/transitional house	10	17	32	32
1d Residential treatment	1	2	3	3
1e Homeless	1	0	1	1
1f Staying at someone's apartment, room or house (Unstable)	1	0	1	1
2 History of Alcohol Abuse/Drug Use	15	24	43	43
3 Average Number of Days Since Release	6	18	11	11
4 Average Number of Years Incarcerated	21 50	34 25	32 17	32 17
5a Parole	11	12	27	27
5b Probation	5	14	20	20
5c Other Post-Release Supervision	0	1	1	1
5d None	3	0	3	3
6a Property Crimes	9	5	16	16
6b Drug Crimes	6	16	24	24
6c Public Order Offenses	5	9	16	16
6d Other Offenses	9	11	24	24
7 DOJ Pre-Release Participants	2	9	13	13

Performance Items	Previous Quarter (A)		Current Quarter (B)		Cumulative for Program Year (C)		Program-to-Date (D)	
	Value	Numerator / Denominator	Value	Numerator / Denominator	Value	Numerator / Denominator	Value	Numerator / Denominator
<b>D. Program Services, Activities, and Other Related Assistance</b>								
1 Received Education or Job Training Activities	2		10		12		12	
2 Received Workforce Preparation Activities	10		38		41		41	
3 Community Involvement Activities	0		1		1		1	
4 Received Mentoring Activities	0		2		2		2	



5	Health Services	1		0		1		1	
6	Legal Services	1		4		5		5	
7	Received Supportive Services	7		14		19		19	
8	Overall Participation Rate (participation in at least one activity from 1 through 5 Does not include supportive services)	5%	1 / 19	14%	6 / 44				

**E. Short-Term Indicators of Performance****Leading Indicators of Performance**

1	Enrollment Rate							20%	51 / 250
2	Abstained from Alcohol Abuse or illegal Drug use (6 months after enrollment)	N / A	0 / 0	0%	0 / 4	0%	0 / 4	0%	0 / 4
3	Stable Living Arrangements (6 months after enrollment)	N / A	0 / 0	0%	0 / 5	0%	0 / 5	0%	0 / 5
4a	Number of Initial Job Placements	2		21		22		22	
4b	Average Hourly Wage Rate at Placement	\$8.25	16.5 / 2	\$8.71	182.95 / 21	\$8.67	199.45 / 23	\$8.67	199.45 / 23
4c	Number of Job Re-Placements	0		1		1		1	
4d	Average Hours Worked 1st Week of Placement	40.00	80 / 2	31.67	665 / 21	32.39	745 / 23	32.39	745 / 23
5	Number Obtained High School Diploma or GED	0		0		0		0	
6	Number who Obtained a Certificate	0		0		0		0	
7	Entered Post Secondary Education	0		0		0		0	
8	Entered Vocational/Occupational Skills Training	0		1		1		1	

**F. Long-Term Indicators of Performance****Common Performance Measures**

1	Entered Employment Rate	N / A	0 / 0	33%	1 / 3	33%	1 / 3	33%	1 / 3
2	Employment Retention (includes all participants who entered employment, regardless of follow-up)	N / A	0 / 0	N / A	0 / 0	N / A	0 / 0	N / A	0 / 0
3	Attainment of a Degree or Certificate	N / A	0 / 0	0%	0 / 2	0%	0 / 2	0%	0 / 2
4	Average 6 Months Post-Program Earnings (includes only those who have been successfully contacted during follow-up)	N / A	0 / 0	N / A	0 / 0	N / A	0 / 0	N / A	0 / 0

**Additional Performance Measures**

5	Recidivism Rate	N / A	0 / 0	N / A	0 / 0	N / A	0 / 0	N / A	0 / 0
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**G. Report Certification / Additional Comments**

Grantee  
Remarks:

Name of Grantee Certifying Official  
Katherine Miller

Telephone Number  
(512) -74-2004

Email:  
Katherine Miller

This reporting requirement is approved under the Paperwork Reduction Act of 1995, OMB Control No. 1205-0455. Persons are not required to respond to this collection of information unless it displays a currently valid OMB number. Public reporting burden for this collection of information is estimated to average 16 hours per quarterly report per grantee, including time for reviewing instructions, searching existing data sources, gathering and reviewing the collection of information, Respondent's obligation to reply is required to maintain benefits. The reason for the collection of information is general program oversight, evaluation and performance assessment. Send comments regarding this burden estimate or any other aspect of this collection, including suggestions for reducing this burden, to the U. S. Department of Labor, Employment and Training Administration, Youth Office, Room N4459, 200 Constitution Avenue, NW, Washington, D.C. 20210 (Paperwork Reduction Project 1205-0455).

# An Evaluation of Local Investments in Workforce Development: 2013 Update



**Prepared by:**  
Tara Smith  
Kristin Christensen  
Daniel G. Schroeder

**December 2013**

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RAY MARSHALL CENTER  
for the Study of Human Resources

THE UNIVERSITY OF TEXAS AT AUSTIN  
**Lyndon B. Johnson School of Public Affairs**

# **An Evaluation of Local Investments in Workforce Development**

**2013 Update**

Tara Smith  
Kristin Christensen  
Daniel Schroeder

**December 2013**



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## INTRODUCTION

Travis County, Texas, is home to the state capital, Austin, and has a long history of investing local tax dollars in workforce development services for poor and disadvantaged residents. For more than fifteen years, Travis County and the City of Austin have both contracted with job training, placement, and support programs to help adults and youth gain the skills needed to meet the demands of the local economy. The level of investment and number of providers changes year-to-year. In recent years, the County's workforce development contracts totaled between \$1.5 to \$2 million, distributed across eight to ten local providers.<sup>1</sup>

Many of the County contracts support short-term training in a variety of fields, including: general office and computer skills; general construction and "green" skills in housing construction; computer repair and recycling; and park land conservation. Jobs in these fields, which often require a high school diploma or GED in addition to training certificates, typically pay at least a living wage (defined locally as \$9-10 per hour). The County also invests in long-term training, leading to certifications and associate's degrees for nursing and allied health professions, information and electronic technologies, skilled trades, and other occupations paying at least \$16 or more per hour.

Seven providers with long-standing County contracts have been the focus of an ongoing evaluation of local workforce services investments led by the Ray Marshall Center since 2006:

1. American YouthWorks
2. Austin Academy
3. Austin Area Urban League
4. Goodwill Industries of Central Texas
5. Skillpoint Alliance
6. Workforce Solutions–Capital Area Workforce Board
7. Capital IDEA

The first six providers on the list primarily offer short-term occupational and basic skills training.

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<sup>1</sup>The evaluation excludes 2009 and 2010 programs through Easter Seals Central Texas and Vaughn House, Inc.; a 2010 and 2011 program through Austin Community College; and a 2011 program at Travis County Emergency Services District 4 (Community Impact Reports, 2009, 2010, and 2011).

The seventh provider is the only one to offer longer-term training for higher-skilled occupations.

The evaluation examines outcomes and impacts for participants in community-based workforce programs over time. This outcomes report is the thirteenth publication to date in the evaluation. This report has three objectives: to extend the labor market outcomes analysis for 2009-2010 participants from all seven providers; to add 2011 participants for each provider to the evaluation; and to provide longer-term tracking of labor market outcomes for Capital IDEA's 2003-2008 participants. A subsequent report will examine impacts resulting from participation in some of these programs.

An overview of the evaluation questions and research methods follows this introduction. The report then includes separate sections for each of the seven providers examined. Each section includes a brief profile of the provider and its workforce development program(s), and details outcomes for participants from calendar years 2009 through 2011.<sup>2</sup> All findings examine results in the post-service period through March 2013. It is important to note that this time frame spans the Great Recession<sup>3</sup> and the following period which has been marked for its "jobless recovery" and lingering high unemployment, particularly for youth and low-skilled adults. The employment outcomes, particularly for short-term training programs targeting general or less-skilled occupations, are likely to be lower than findings for previous cohorts.

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<sup>2</sup> Findings for the Capital IDEA program are presented for participants from 2003-2011.

<sup>3</sup> The Great Recession spanned from December 2007 through June 2009. Many parts of Texas, however, were unaffected through most of 2008. By 2009, the impact of the recession was widespread throughout the state and most major industries. The Austin-Round Rock metropolitan statistical area was less affected by the Great Recession than other regions and has had reasonably strong job growth during the recovery period.



## EVALUATION OVERVIEW

The purpose of Travis County's investment in local workforce development services is to help disadvantaged residents build the skills needed for employment. Accordingly, each program is evaluated based on its participants' outcomes. Output and outcome performance goals are established for each provider in its contract with the County. Among the various performance measures utilized, three are shared across the majority of providers:

- Number of unduplicated clients served
- Percentage of clients who retained employment for 6 months
- Average wage at entry

Other performance measures are based on the type of service provided, for example:

- Number of clients who entered basic education skills training (GED, ESL)
- Number of clients who entered job training
- Number of clients who complete training program
- Percentage of clients receiving job placement services
- Percentage of clients who obtained employment

Performance results of workforce and other social service investments are detailed annually in the *Community Impact Report* prepared by the Travis County Health and Human Services and Veterans' Services Department. While that report assesses how a provider or program fared in relation to the contractually-established performance goals, its focus is primarily on immediate and near-term objectives (e.g., wage at entry, two calendar quarters of employment).

The Ray Marshall Center's evaluation extends the analysis of Travis County's workforce investments by examining participants' labor market experiences prior to entering the program and then tracking their labor market outcomes following training. The Local Workforce Services Evaluation draws on multiple data sources to answer the following questions:

- Are services being delivered as planned?
- Who is being served?
- What outcomes are achieved?
- What are the impacts of the investment?

The outcomes evaluation focuses on four key labor market measures:

1. Average quarterly employment
2. Average quarterly earnings of those employed
3. The share meeting monetary eligibility requirements for Unemployment Insurance (UI) benefits quarterly
4. The share filing a claim for UI benefits quarterly

It should be noted that the third measure is a proxy measure for employment stability. In Texas, monetary UI eligibility is based on the claimant earning sufficient wages in at least two consecutive quarters of the five quarters prior to filing a claim for benefits. For the 2009-2011 participant groups, labor market outcomes are examined in the four quarters prior to program entry, the last quarter of participation in provider services, and at the 2<sup>nd</sup> and 4<sup>th</sup> post-service quarters (6 months and 1 year after the participant left the program). Post-service outcomes for the 8<sup>th</sup> quarter (2 years after program exit) are available for the 2009 and 2010 groups, and 12<sup>th</sup> post-service quarter (3 years) outcomes are available for the 2009 participants. For the earlier Capital IDEA cohorts (2003-2008 participants) outcomes are tracked for up to nine years post-service. The report also summarizes participants' labor market outcomes across all post-service quarters through March 2013.

### ***Data Sources***

The evaluation of Travis County-funded workforce development programs draws from multiple data sources, including participant records maintained by individual programs, UI wage records and benefits claim files<sup>4</sup>, The Workforce Information System of Texas (TWIST) records, Work in Texas records, interviews with program administrators and staff, program documents, provider websites, and published reports.

Three caveats should be noted about the data used for this evaluation. First, incomplete participant records resulted in a number of individuals served by County-funded workforce programs being dropped from the analysis. Second, UI wage records have known coverage gaps. Workers in industries with high-levels of self-employment or independent

---

<sup>4</sup> While UI benefit data is collected and reported weekly, the outcomes are examined on a quarterly basis to mirror UI wage records.

contracting, such as construction and truck driving, are less likely to be in a UI-covered position. Researchers therefore acknowledge that the outcomes reported here for some programs that train for construction and truck driving occupations likely undercount actual labor market outcomes. Third, UI wage records are subject to review and correction by workers and employers as part of the claims determination process for UI benefits. Therefore, numbers reported here are based on the most recently available records and may not be fully consistent with prior reports.

A total of 5,263 unduplicated participants were included in the dataset for this report.<sup>5</sup> Some participants were clients of more than one Travis County-funded workforce development service during the same year: 203 were found in two programs, and seven individuals participated in three programs. Outcomes for these participants are documented for each program in which they were enrolled.

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<sup>5</sup> Seventy-two records were removed from analyses due to missing Social Security numbers. Six records were removed due to questionable Social Security numbers.

The mission of American YouthWorks is to empower “at-risk youth through education, service and green jobs training.”\*

The program operates a charter public high school and job training programs based on a service learning model which combines academic instruction with occupational skills development and community service projects.

Travis County invested \$201,992 annually in workforce training through American YouthWorks in 2009 - 2011. The 2009 contract included an additional \$83,300 for parks improvement work with the E-Corps program.

\*[www.americanyouthworks.org/about-american-youthworks](http://www.americanyouthworks.org/about-american-youthworks). Accessed: 10.19.2013



For more information visit:  
[www.americanyouthworks.org](http://www.americanyouthworks.org)

## AMERICAN YOUTHWORKS

Travis County funds multiple training programs through American YouthWorks, including Casa Verde Builders, Environmental Corps (E-Corps), Youth Media Corps, and the Clean Energy Service Corps. Each of these programs uses a Service Learning Academy model to combine occupational skills training and academic instruction with community service projects. Students often switch from one training program to another and may complete multiple programs over time. The two largest programs, Casa Verde Builders and E-Corps, served over half (61%) of American YouthWorks participants in 2009-2011.

Casa Verde Builders is part of the national YouthBuild initiative led by the U.S. Departments of Labor and Housing & Urban Development. Students learn “green” construction skills while constructing energy efficient, affordable homes, primarily in East Austin. Participants in the Casa Verde program typically range in age from 17-24 years old. The Casa Verde training takes approximately nine months to complete and is generally reserved for high school seniors or those who will earn a high school credential within the year. Participants earn 18 credit hours at Austin Community College at the completion of the construction training. Participants also earn certifications through the Occupational Safety and Health Administration (OSHA) and the Home Builders Association.

The E-Corps program trains youth to build, restore, and maintain the natural environment. Through work in parks, nature trails, and wildlife habitats, participants learn

environmental management and safety practices. A key area of focus is invasive species management. Contracts with Travis County, the City of Austin, the Texas Parks and Wildlife Department, and the National Parks Service, among others, give participants real work experience while creating benefits for the broader community.

Beyond the academic and occupational skills training, American YouthWorks participants also receive training in soft skills, job search, and resume building. For participants who are interested in pursuing higher education, the program has recently added college access and persistence services.

### **Wrap-Around Support Services**

In addition to job training and high school academy, American YouthWorks provides a number of wrap-around support services to help individuals succeed. Participants in both Casa Verde Builders and E-Corps receive bi-weekly stipends to help cover their living expenses while in training. The program also provides uniforms and safety equipment, tools, clothing for interviews, bus passes, on-site childcare, and emergency assistance for food, diapers, and other necessities.

American YouthWorks has dedicated staff to help participants with the job search process and internships, as well as full-time counselors to help participants overcome other obstacles to success. The program partners with the local One-Stop Career Center to connect participants with other training opportunities and support services.

### **Participant Profile**

Participants in most American YouthWorks training programs must be between 17-24 years of age at program entry and have a family income at or below 200% of the Federal Poverty Income Guideline level. Many also have significant barriers to employment, such as homelessness, or prior criminal justice system involvement.

The majority of Austin YouthWorks participants are White or Hispanic. Just over half of the participants studied were male, with an average age of 20 years old. Most participants lived in South, Southeast, or East Austin at the time of enrollment.



## Participant Outcomes

Table 1 presents outcomes over time for 2009-2011 American YouthWorks participants. There are 419 participants in the outcomes evaluation<sup>6</sup>.

**Table 1. American YouthWorks 2009-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2009 Quarterly Employment <sup>a</sup>	25.3%	15.4%	28.2%	36.5%	47.4%	48.2%	41.3%
2010 Quarterly Employment <sup>a</sup>	23.3%	21.4%	36.2%	40.5%	54.3%	.	42.1%
2011 Quarterly Employment <sup>a</sup>	19.4%	34.9%	43.7%	42.4%	.	.	43.6%
Overall Quarterly Employment <sup>a</sup>	22.7%	23.9%	35.8%	39.5%	49.6%	47.2%	42.0%
2009 Average Qtrly Earnings	\$1,605	\$1,387	\$2,926	\$2,793	\$3,527	\$4,502	\$3,641
2010 Average Qtrly Earnings	\$1,918	\$2,326	\$2,783	\$2,838	\$4,234	.	\$3,305
2011 Average Qtrly Earnings	\$2,272	\$1,985	\$2,804	\$2,733	.	.	\$2,543
Overall Average Qtrly Earnings	\$1,893	\$1,927	\$2,834	\$2,787	\$3,701	\$4,502	\$3,331
2009 Qualified for UI Benefits	16.0%	.	.	23.1%	32.7%	41.7%	32.3%
2010 Qualified for UI Benefits	15.2%	.	.	30.2%	37.1%	.	28.9%
2011 Qualified for UI Benefits	8.2%	.	.	33.1%	.	.	28.2%
Overall Qualified for UI Benefits	13.1%	.	.	28.2%	34.2%	40.9%	31.4%
2009 Filed UI Claim	0.16%	0.00%	0.00%	1.92%	1.28%	0.00%	0.86%
2010 Filed UI Claim	0.43%	0.00%	0.86%	0.86%	1.43%	.	0.42%
2011 Filed UI Claim	0.17%	0.00%	1.41%	0.00%	.	.	0.53%
Overall Filed UI Claim	0.24%	0.00%	0.72%	1.03%	1.28%	0.00%	0.68%

Source: American YouthWorks participant records and Texas Workforce Commission UI wage and claim records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for that timeframe.

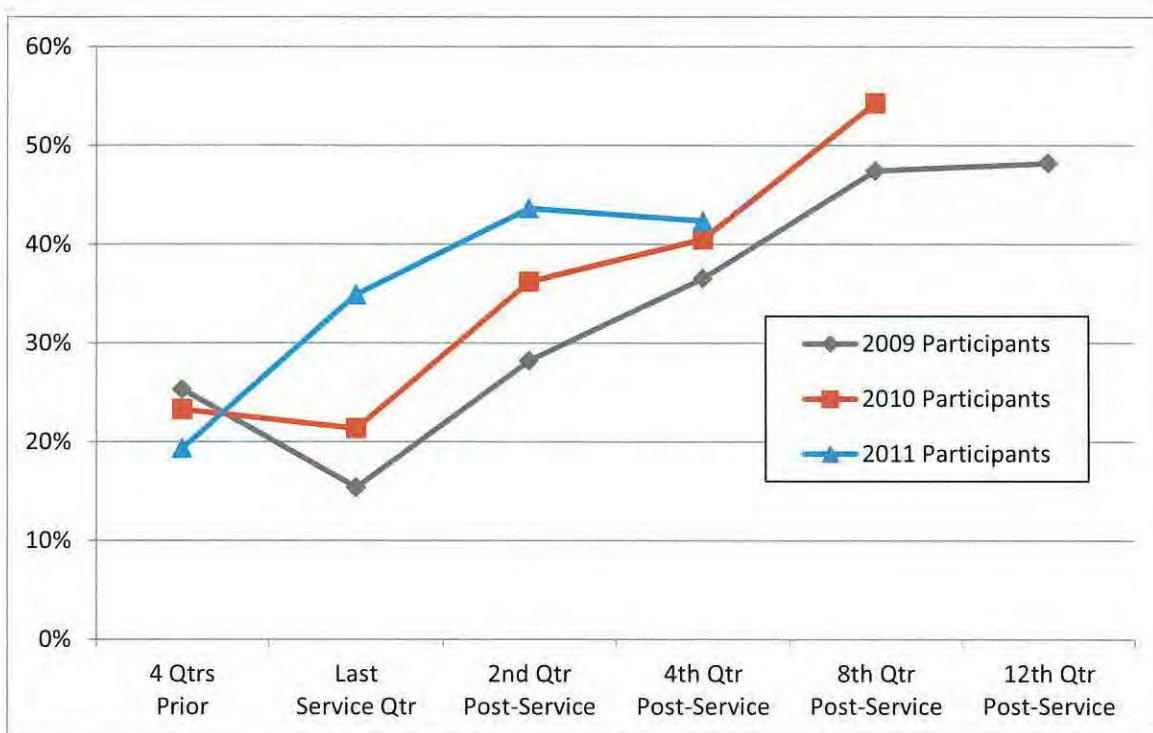
<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Overall, in the four quarters prior to entering the program, roughly 23% of the youth served by American YouthWorks were employed in a UI-covered job in Texas. About one-quarter were employed during their last quarter of participation in American YouthWorks. For each group of American YouthWorks participants examined, the share employed grew at the second and fourth post-service quarters. Available data also show longer-term employment growth for the 2009 and 2010 groups at the eighth and twelfth (2009 group only) post-service quarters. Figure 1 illustrates these employment findings. It is important to note that these

<sup>6</sup> Forty records were removed from analyses due to missing Social Security numbers.

employment levels were likely affected by the Great Recession, which hit youth employment particularly hard. Across all post-service quarters through March 2013, approximately 42% of 2009-2011 American YouthWorks participants were employed.

**Figure 1. Average Quarterly Employment<sup>a</sup> of American YouthWorks 2009-2011 Participants Over Time**



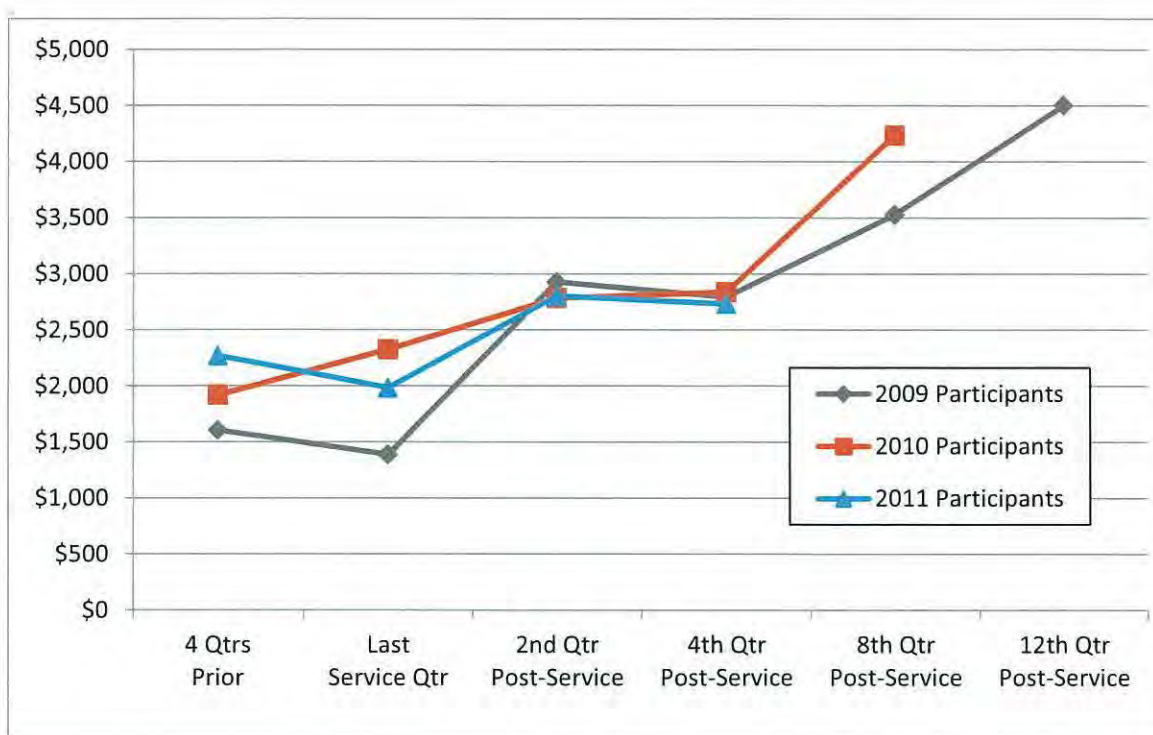
<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Pre-program earnings overall averaged about \$1,900 a quarter for those employed in the year prior to entry. In the second quarter after service, average earnings rose by about \$1,000 dollars to \$2,834. However, earnings flattened between the second and fourth post-service quarters, to an average of \$2,787. The 2009 participant group has shown steady earnings growth, with those employed earning an average of \$4,502 in the twelfth post-service quarter (three years after leaving the American YouthWorks program). The 2010 and 2011 groups follow similar patterns so far, having a slight increase in earnings at two quarters after



the end of services and similar earnings at four quarters post-services. The 2010 group saw a nearly 50% increase in earnings at the eighth post-service quarter.

**Figure 2. Average Quarterly Earnings of Employed American YouthWorks  
2009-2011 Participants Over Time**



Prior to entering American YouthWorks, approximately 13% of participants overall had sufficient employment and earnings histories to meet the monetary eligibility requirements for UI benefits. A year after leaving training, almost 30% met the requirements for eligibility. This measure is a proxy measure for examining employment stability. Across all post-service quarters, 31% of American YouthWorks participants met UI monetary eligibility requirements. Very few participants (less than 1%) filed a claim for UI benefits in the period examined, which included the Great Recession and subsequent recovery period in Austin.

Austin Academy became the Ascend Center for Learning in 2011. The mission of the organization has remained the same: to help people missed by the traditional school system catch up and succeed in education and the workplace.

The program offers GED preparation, basic computer literacy classes, and occupational skills training.

Travis County invested \$43,609 annually during the 2009-11 period in what was then Austin Academy.



For more information visit:  
[www.ascendaustin.org](http://www.ascendaustin.org)

## **ASCEND CENTER FOR LEARNING (AUSTIN ACADEMY)**

This report includes the last two groups of students who attended Austin Academy in 2009-2010, and the first group of students to attend the Ascend Center for Learning in 2011. Austin Academy offered a broad-based Workplace Competency Training Program to build literacy and basic office skills, as well as a GED preparation program for individuals testing at a minimum of the 7<sup>th</sup> grade math and 9<sup>th</sup> grade reading level. The Workplace Competency program included training in workplace communications, job search, and resume development. The computer literacy training helped individuals build skills in basic computer operations (e.g., keyboarding, Internet basics, file sharing, email) and Microsoft Office applications. All training was provided by program staff.

With the transition to the Ascend Center for Learning in 2011, program offerings were updated. The Job Readiness Program, with a more time-intensive curriculum, replaced the Workplace Competency Program. In addition, Ascend launched a new adult education program for individuals with skills as low as the 3<sup>rd</sup> grade level. This program is the result of a new partnership with Austin Community College and AmeriCorps, where a full-time volunteer teacher works with a small (no more than 15 students) class in an intensive curriculum that requires daily attendance over the course of approximately one year. The program also began a new participant tracking system in 2011.

Participants take the Test for Adult Basic Education (TABE) at the beginning of the program to identify skill strengths and weaknesses. Participants are then tested after every 40 hours of instruction.

The Ascend Center for Learning program includes both daytime and evening options. The day program runs from 8:30am-3:00pm five days a week. The evening program runs from 5:30-9:00pm Monday-Thursday for employed participants. Ascend operates an open enrollment program which has no set semesters. Because the training is individualized for each participant, the amount of time an individual is in training varies but averages approximately four to six months. The structure and program offerings encourage participants to return for additional training or job search services when they were ready.

### **Wrap-Around Support Services**

Ascend employs a full-time case manager who makes referrals to organizations throughout Travis County based on the participant's needs. For example, parenting participants may be referred to Workforce Solutions–Capital Area to access childcare development funds. The organization finds that a lack of childcare is a significant barrier to participation.

Ascend addresses another significant participation barrier by providing transportation assistance, primarily in the form of bus passes. The organization also provides emergency rent or utility assistance on a case-by-case basis. Ascend partners with a number of community organizations to provide additional classes to participants on a variety of topics. These include financial literacy classes through Frameworks, healthy relationships training through Safe Place, parenting skills through Any Baby Can, smoking cessation classes through YWCA, and courses on safe sex practices through AIDS Services Austin.

### **Participant Profile**

Ascend Center for Learning participants must meet eligibility criteria, including a requirement of family income at or below 200% of the Federal Poverty Income Guidelines. The program intentionally seeks out participants who may face barriers to employment, including disabled veterans, public housing residents, high school dropouts, and victims of violent crimes.



The majority of Ascend participants were Hispanic (47%) or White (25%), 20-29 years old, and resided in East or South Austin.

## Participant Outcomes

A total of 428 participants from Ascend Center for Learning's 2009-2011 cohorts are included in the outcomes evaluation<sup>7</sup>. Table 2 provides an overview of participant outcomes across the four evaluation measures.

**Table 2. Ascend Center for Learning 2009-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2009 Quarterly Employment <sup>a</sup>	40.8%	31.5%	38.6%	43.3%	48.8%	48.0%	44.5%
2010 Quarterly Employment <sup>a</sup>	38.2%	26.1%	34.5%	43.7%	45.2%	.	43.2%
2011 Quarterly Employment <sup>a</sup>	35.3%	34.6%	42.3%	45.1%	.	.	44.4%
Overall Quarterly Employment <sup>a</sup>	37.7%	31.3%	39.0%	44.2%	47.5%	45.8%	44.1%
2009 Average Qtrly Earnings	\$3,227	\$2,487	\$3,164	\$3,096	\$4,036	\$4,307	\$3,881
2010 Average Qtrly Earnings	\$4,013	\$3,069	\$3,700	\$3,508	\$4,060	.	\$3,995
2011 Average Qtrly Earnings	\$3,379	\$3,125	\$3,203	\$3,586	.	.	\$3,492
Overall Average Qtrly Earnings	\$3,509	\$2,922	\$3,314	\$3,422	\$4,109	\$4,654	\$3,812
2009 Qualified for UI Benefits	34.7%	.	.	33.1%	40.9%	41.7%	37.8%
2010 Qualified for UI Benefits	34.5%	.	.	26.9%	39.1%	.	33.9%
2011 Qualified for UI Benefits	28.9%	.	.	34.1%	.	.	39.2%
Overall Qualified for UI Benefits	32.1%	.	.	31.8%	40.2%	40.5%	36.6%
2009 Filed UI Claim	2.95%	3.15%	0.79%	2.36%	2.36%	0.79%	1.26%
2010 Filed UI Claim	3.57%	6.72%	1.68%	1.68%	1.74%	.	1.58%
2011 Filed UI Claim	2.88%	2.20%	3.85%	3.30%	.	.	2.26%
Overall Filed UI Claim	3.10%	3.74%	2.34%	2.57%	1.92%	0.60%	1.62%

Source: Austin Academy participant records and Texas Workforce Commission UI wage and claim records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

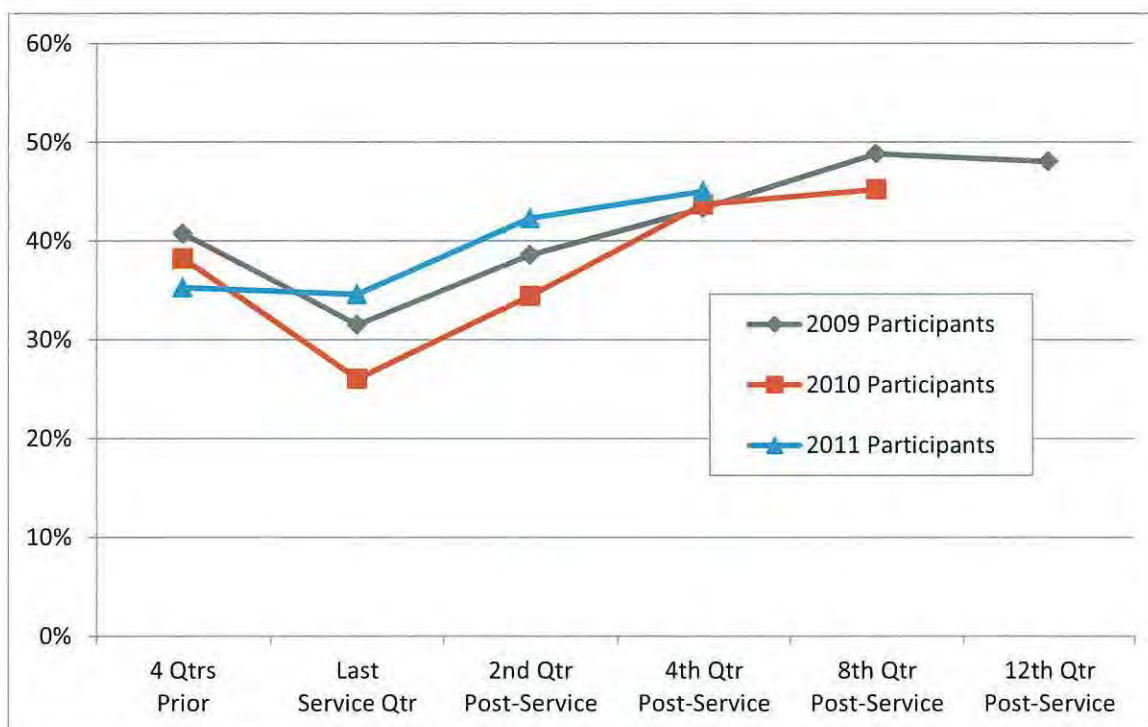
<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

In the four quarters prior to entering the Ascend program, roughly 38% of participants were employed in a UI-covered job in Texas. Following a drop during the in-training period, employment rebounded slowly, reaching roughly 44% by the fourth post-service quarter. In all

<sup>7</sup> Twenty-four records were removed from analyses due to missing Social Security numbers.

post-service quarters through March 2013, employment averaged approximately 44%. Figure 3 below illustrates quarterly employment outcomes for Ascend participants.

**Figure 3. Average Quarterly Employment<sup>a</sup> of Ascend Center for Learning 2009-2011 Participants**

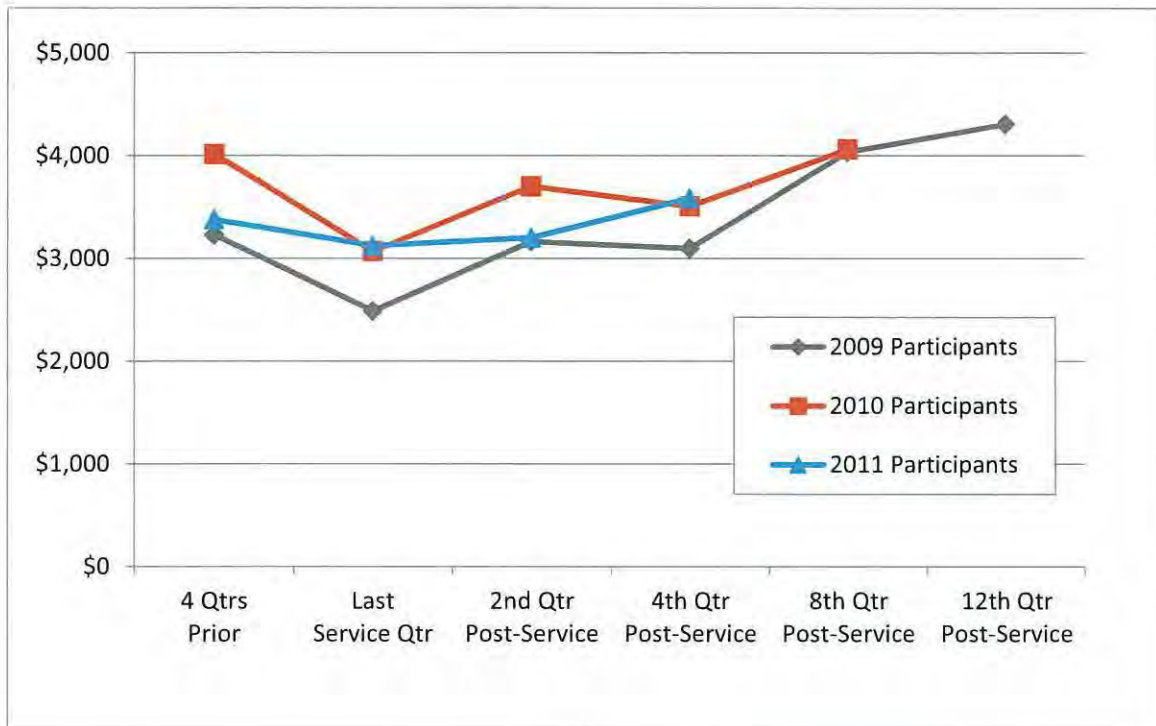


<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Average quarterly earnings in the four quarters prior to entering training were \$3,509 across all annual cohorts. One year after leaving the Ascend program, average quarterly earnings were about the same as pre-service earnings (\$3,422). However, the groups for which longer-term data are available show increased earnings over time. For 2009 participants who were employed in the twelfth quarter post-service (three years after leaving training), average quarterly earnings rose to \$4,307. Across all post-service quarters through March 2013, quarterly earnings for employed participants averaged roughly \$3,812. Figure 4 illustrates the average quarterly earnings of Ascend’s 2009-2011 participants.



**Figure 4. Average Quarterly Earnings of Employed Ascend Center for Learning 2009-2011 Participants**



Almost one-third of Ascend’s 2009-2011 participants met the monetary eligibility requirements for UI benefits based on their earnings and employment history in the four quarters prior to entry. In the fourth post-service quarter, roughly 32% of all participants met the monetary eligibility requirements. The percent that met these requirements continued to rise for the 2009 and 2010 participants, up to an average of about 40%. Across all post-service quarters, almost 37% of Ascend Center for Learning participants met the requirements based on earnings and employment.

In the year prior to entering the program, roughly 3% of Ascend participants filed a claim for UI benefits. Almost 7% of 2010 participants filed a UI claim in the last quarter of training, far above the rate for other time periods and other groups in the same time period. Across all post-service quarters, only 1.6% of participants had filed a UI benefit claim.

The mission of the Austin Area Urban League is to assist African-Americans and other under-served residents in the achievement of societal and economic equality by focusing on educational improvement, employment readiness, health and wellness, and the preservation of affordable housing.

AAUL has recently revamped its workforce training program with a new emphasis on helping individuals attain certifications and credentials valued by employers.

Travis County invested \$45,744 annually in AAUL during the 2009-11 period.



Austin Area  
Urban League

For more information visit:  
<http://www.aaul.org/>

## AUSTIN AREA URBAN LEAGUE

The Austin Area Urban League (AAUL) offers four main programs through its contract with Travis County: Essential Office Skills (EOS) classes; GED exam preparation classes; life skills workshops; and job placement assistance. The approach of the AAUL program is to “meet the participant where they are” and help them to build the skills they need for employment.

Essential Office Skills classes focus on developing computer skills, with a particular focus on the Microsoft Office software suite and Internet/email basics. The curriculum includes Workplace Literacy training, such as business math and business communications (both verbal and written). The training also exposes participants to office technology, such as multi-line phone systems and fax/copy machines.

Life skills workshops focus on soft skills to “assist youth and adults in altering those negative patterns of behaviors that create barriers to their success.”<sup>8</sup> The Job Resource Center provides resume writing, interviewing, and job search best practices training, as well as job leads and referrals. While AAUL does not target any particular industry or occupation, the organization has established relationships with hiring managers in healthcare, insurance, customer service, construction, and education among other fields.

Participants are typically engaged for several weeks in an AAUL program. The computer classes are offered in 6-week sessions – five hours daily for the daytime classes; three

<sup>8</sup> Austin Area Urban League. <http://www.aaul.org/programs/workforce-development.html>. Accessed: 10.28.2013.

hours daily for the evening classes. Life skills workshops are offered every Wednesday during the daytime computer class for one to two hours each session. The GED program is a three-day per week, 3.5 hours each day program.

### **Wrap-Around Support Services**

AAUL works to connect participants with resources in the community, including Dress for Success for female participants and various faith-based agencies for interview and work clothes for male participants. Born Again Ministries is a key resource for transitional housing for men who have been released from incarceration. Bus passes are also provided if funding is available.

### **Participant Profile**

AAUL participants must be residents of Travis County and have a family income at or below 200% of the Federal Income Poverty Guideline Level. A little more than half (51%) of the 1,903<sup>9</sup> participants in the evaluation for the 2009-2011 period were male. Approximately 67% of participants were Black or African-American. The average age of participants was 36. Participants served were primarily from East, Northeast, and North Austin.

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<sup>9</sup> Two records were removed from analyses due to missing Social Security numbers; six were removed due to questionable Social Security numbers.



## Participant Outcomes

Table 3 provides an overview of AAUL participant outcomes.

**Table 3. Austin Area Urban League 2009-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2009 Quarterly Employment <sup>a</sup>	52.2%	48.5%	52.2%	51.8%	53.5%	53.6%	53.0%
2010 Quarterly Employment <sup>a</sup>	46.5%	51.8%	57.1%	56.7%	55.8%	.	56.4%
2011 Quarterly Employment <sup>a</sup>	42.7%	42.7%	50.8%	53.1%	.	.	51.9%
Overall Quarterly Employment <sup>a</sup>	48.3%	48.2%	53.4%	53.6%	54.2%	53.7%	53.9%
2009 Average Quarterly Earnings	\$4,183	\$3,672	\$4,347	\$4,340	\$4,898	\$5,320	\$4,834
2010 Average Quarterly Earnings	\$4,320	\$3,387	\$4,062	\$4,718	\$5,030	.	\$4,764
2011 Average Quarterly Earnings	\$4,156	\$3,027	\$3,762	\$4,175	.	.	\$4,101
Overall Average Quarterly Earnings	\$4,218	\$3,448	\$4,127	\$4,427	\$4,956	\$5,317	\$4,712
2009 Qualified for UI Benefits	47.2%	.	.	46.4%	46.9%	49.1%	47.5%
2010 Qualified for UI Benefits	45.9%	.	.	50.3%	50.7%	.	50.4%
2011 Qualified for UI Benefits	37.9%	.	.	40.1%	.	.	39.2%
Overall Qualified for UI Benefits	44.7%	.	.	46.2%	48.3%	48.2%	47.8%
2009 Filed UI Claim	5.44%	3.06%	2.38%	3.96%	2.84%	1.19%	3.06%
2010 Filed UI Claim	5.48%	4.07%	2.89%	3.23%	4.91%	.	3.21%
2011 Filed UI Claim	4.58%	6.03%	3.02%	2.78%	.	.	2.88%
Overall Filed UI Claim	5.25%	4.05%	2.68%	3.47%	3.36%	1.08%	3.08%

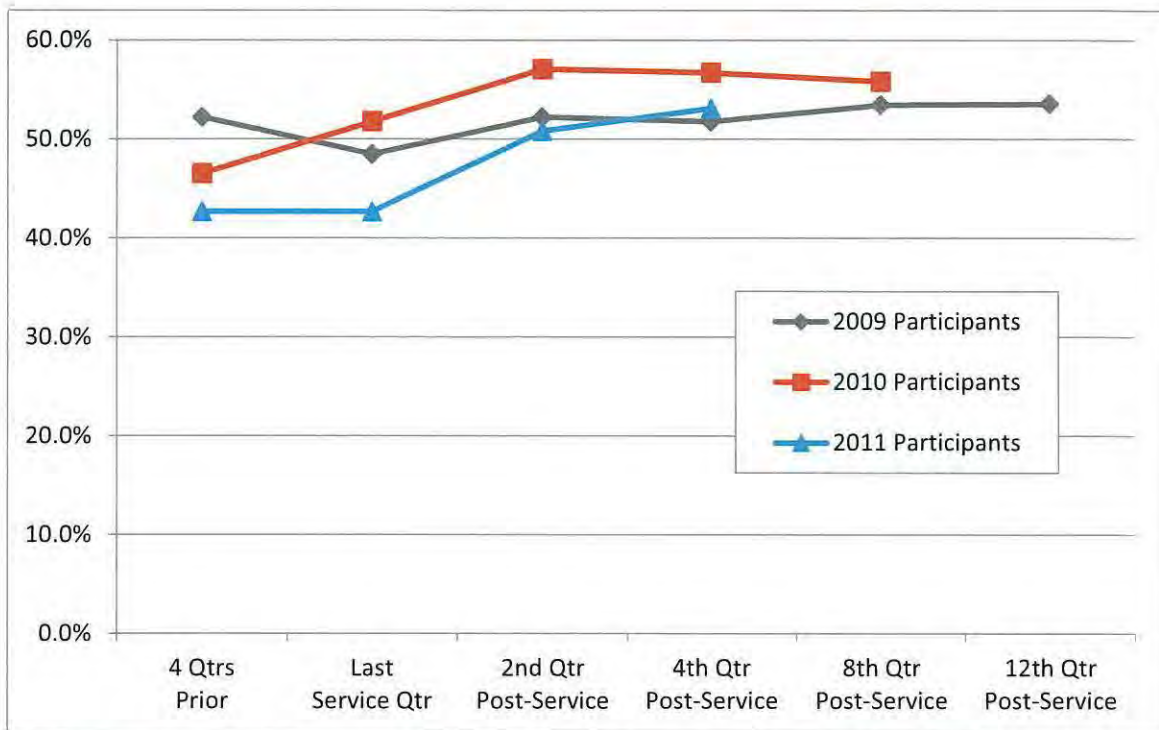
Source: Austin Area Urban League participant records and Texas Workforce Commission UI wage and claim records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Approximately 48% of AAUL participants were employed in a UI-covered job in Texas in the four quarters prior to program entry. For 2009 participants, the share employed remained relatively flat across all studied time periods, reaching about 54% in the twelfth post-service quarter. Other cohorts started with lower percentages of participants employed prior to services but increased in the second and fourth quarters post-services; the 2010 group reached nearly 57% employed and the 2009 group reached 53% employed. Across all post-service quarters, 54% of AAUL participants were employed. Figure 5 illustrates the employment outcomes of 2009-2011 AAUL participants.

**Figure 5. Average Quarterly Employment<sup>a</sup> for 2009-2011 AAUL Participants**

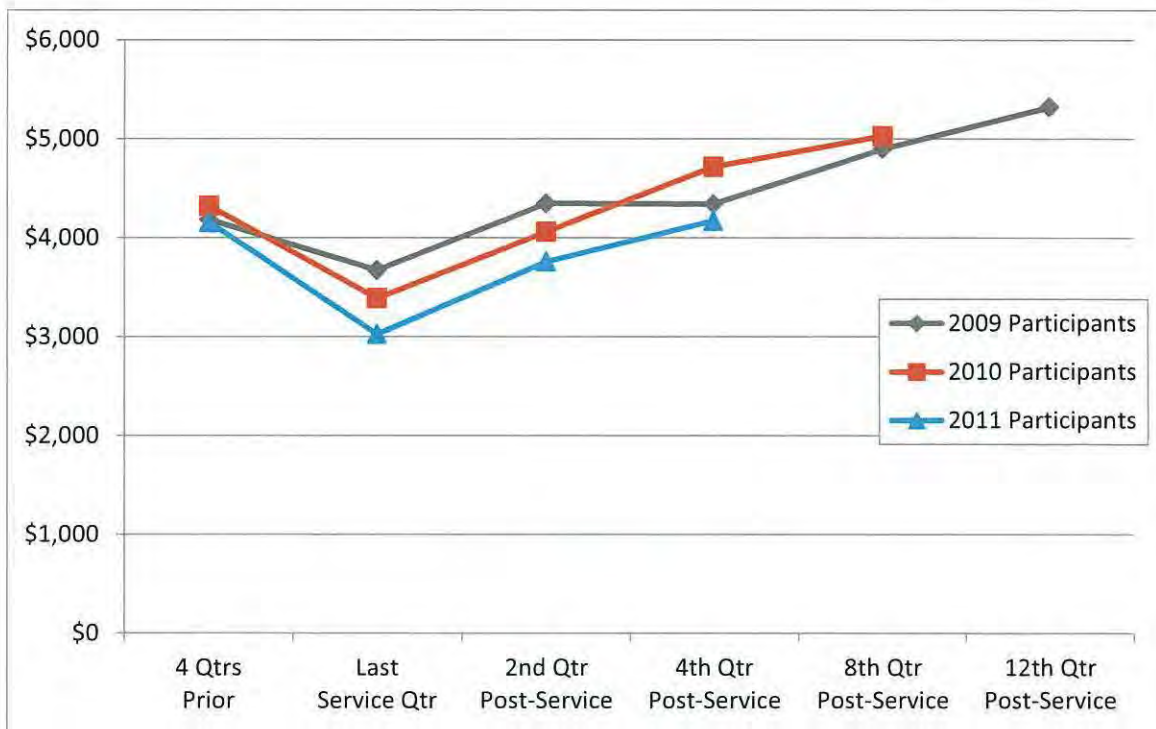


<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Average quarterly earnings of employed AAUL participants were up slightly in all post-service quarters in comparison to the pre-service period. Figure 6 below illustrates the earnings outcomes of AAUL's 2009-2011 participants.



**Figure 6. Average Quarterly Earnings of Employed AAUL Participants**



Also up slightly in the post-service period was the share of AAUL participants meeting monetary eligibility requirements for UI benefits. In the twelfth post service quarter, nearly 50% of 2009 participants met the requirement, while 51% of 2010 participants met the requirement in the eighth post-service quarter.

Prior to entering the AAUL training program, approximately 5% of participants had filed a claim for UI benefits in the previous four quarters. Across all post-service quarters, approximately 3% of participants filed a UI claim.

Goodwill Industries of Central Texas has defined a key role for services to ex-offenders, the homeless, individuals with disabilities, and others who face barriers in the labor market. Its mission is to help individuals generate lifelong connections to work.

Workforce programs at Goodwill include Ready to Work, Job Source, Community Rehabilitation, and WIA Youth.

From 2009 to 2011, Travis County invested \$137,439 annually in Goodwill's Ready to Work program.



For more information visit:  
[www.austingoodwill.org/wds/services.html](http://www.austingoodwill.org/wds/services.html)

## GOODWILL INDUSTRIES OF CENTRAL TEXAS

Goodwill's Ready-to-Work program is available throughout Travis County. Adults can access this program through many service points, including the County's Community Centers. While both Travis County and the City of Austin support the program, Travis County funding is primarily targeted to support ex-offenders while city funding is used to support homeless individuals. In 2011, about 60% of Ready-to-Work participants were ex-offenders.

The Ready-to-Work program is focused on helping individuals develop occupational skills necessary to earn growing wages. The training includes both soft and hard skills training. Soft skills training includes job search, resume, computers, and interview techniques. Hard skills training is more occupationally focused, with individuals earning certifications such as a Travis County Food Handler permit, or a Texas Commercial Driver's License (CDL). Other training prepares individuals for work in Heating, Ventilation, and Air Conditioning (HVAC) systems, office administration, and basic life-saving cardiopulmonary resuscitation (CPR) certifications.

Since 2004, Goodwill's workforce development emphasis has grown exponentially. From a staff of 7 in 2004, the team now has 70 full-time employees. During the 2009-2010 period, Goodwill was shifting away from one-on-one services towards a more cohort-based approach. In a cohort model, a group of individuals start and complete training together, allowing for the

development of peer support. The work process was also re-organized by population of focus to help staff build a stronger knowledge base. Goodwill created taskforce teams that focus on specific types of offenses (for example, a sex offenders team that focuses on identifying job opportunities that meet probation/parole requirements). All Goodwill workforce staff members are certified in Offender Employment Services.

Goodwill focuses on making participants marketable. With many participants coming from prison, there is a struggle to balance their immediate need for employment with intensive case management and longer-term occupational training. Placement specialists help participants to understand that work is a way out of poverty and get their buy-in for starting the pathway to earning money and building skills. Goodwill also works with ex-offenders to develop strategies for responding to employers' questions about their criminal background. The program conducts a background check on all participants and shares the results with the participants to help them understand the information that is available to a potential employer.

The Ready-to-Work program offers classes pre and post-release focused on peer support and mentoring. This is part of the effort towards simplifying reentry into the community. Job readiness training for ex-offenders includes information on the federal bonding program, understanding career options and limitations, and developing letters of explanation for their crimes. Goodwill also conducts outreach to employers to understand what participants need to be able to demonstrate to gain employment. Companies often have vague policies around hiring ex-offenders, and participants who try for employment but are unsuccessful may feel defeated or overwhelmed. Goodwill works to provide some hope to these individuals and develop a plan for moving forward. Goodwill helps participants recognize that there are legal work opportunities; it just takes time to pursue them.

### **Wrap-Around Support Services**

As part of the program, individuals can earn \$25 from Goodwill for every 30 days of employment retention. This helps to keep individuals connected to the program and involved in case management. Case managers may also provide Goodwill/Simon gift cards at their discretion. Case managers help individuals develop housing stability plans, and individuals may receive up to \$2,000 annually in housing supports. Other services offered to Ready-to-Work



participants, based on their individual needs, include transportation, help in obtaining identification cards, child care referrals, connections to food pantries, and resources for work/interview clothes.

As a result of its partnership with United Way, Goodwill has incorporated more financial education into its programs. Ready-to-Work participants are offered classes and one-on-one sessions with a financial literacy trainer, focusing on topics such as budgeting, credit repair, and the dangers of payday loans. Through its co-location with multiple partner programs around Austin, including Caritas, Any Baby Can, Safe Place, Austin-Travis County Assistance Centers, and others, Goodwill is able to help its staff build knowledge and connections that enhance referrals and supports for participants.

### **Participant Profile**

A Goodwill participant must have a documented barrier to employment, be a County resident with income at or below 200% of the Federal Poverty Income Guideline Level, and be ready to work. The challenge is that many participants have multiple, overlapping barriers to employment, including multiple required appointments for probation, unstable housing, lack of technology skills, and lack of identification (as noted by staff, a state prison ID card is not a good employment tool).

Of the 896<sup>10</sup> participants in the outcomes evaluation, there were roughly equal shares of White (39%) and Black (40%) and a lower share of Hispanic (17%) participants. More than half were between 30-50 years old.

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<sup>10</sup> Four records were removed from analyses due to missing Social Security numbers; six were removed due to questionable Social Security numbers.

## Participant Outcomes

Table 4 provides an overview of Goodwill's 2009-2011 participant outcomes.

**Table 4. Goodwill 2009-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2009 Quarterly Employment <sup>a</sup>	43.5%	60.4%	60.1%	57.3%	54.1%	48.2%	54.8%
2010 Quarterly Employment <sup>a</sup>	34.2%	50.7%	59.2%	53.5%	53.7%	.	53.9%
2011 Quarterly Employment <sup>a</sup>	35.5%	59.8%	61.7%	55.9%	.	.	58.6%
Overall Quarterly Employment <sup>a</sup>	38.0%	57.0%	60.3%	55.6%	53.9%	45.9%	55.0%
2009 Average Quarterly Earnings	\$3,462	\$3,483	\$4,136	\$4,250	\$4,926	\$5,105	\$4,612
2010 Average Quarterly Earnings	\$3,034	\$2,404	\$3,320	\$3,840	\$4,529	.	\$4,028
2011 Average Quarterly Earnings	\$3,100	\$3,904	\$4,071	\$4,491	.	.	\$4,240
Overall Average Quarterly Earnings	\$3,234	\$3,302	\$3,851	\$4,165	\$4,759	\$5,535	\$4,352
2009 Qualified for UI Benefits	41.4%	.	.	50.9%	48.2%	43.6%	47.6%
2010 Qualified for UI Benefits	35.4%	.	.	45.8%	48.9%	.	47.9%
2011 Qualified for UI Benefits	31.4%	.	.	57.0%	.	.	.
Overall Qualified for UI Benefits	36.4%	.	.	50.5%	48.5%	42.6%	47.6%
2009 Filed UI Claim	4.31%	3.02%	3.63%	5.15%	3.88%	1.54%	3.22%
2010 Filed UI Claim	2.98%	2.38%	3.74%	5.59%	4.29%	.	3.39%
2011 Filed UI Claim	4.06%	2.58%	2.68%	2.69%	.	.	2.65%
Overall Filed UI Claim	3.79%	2.68%	3.39%	4.74%	4.02%	1.24%	3.20%

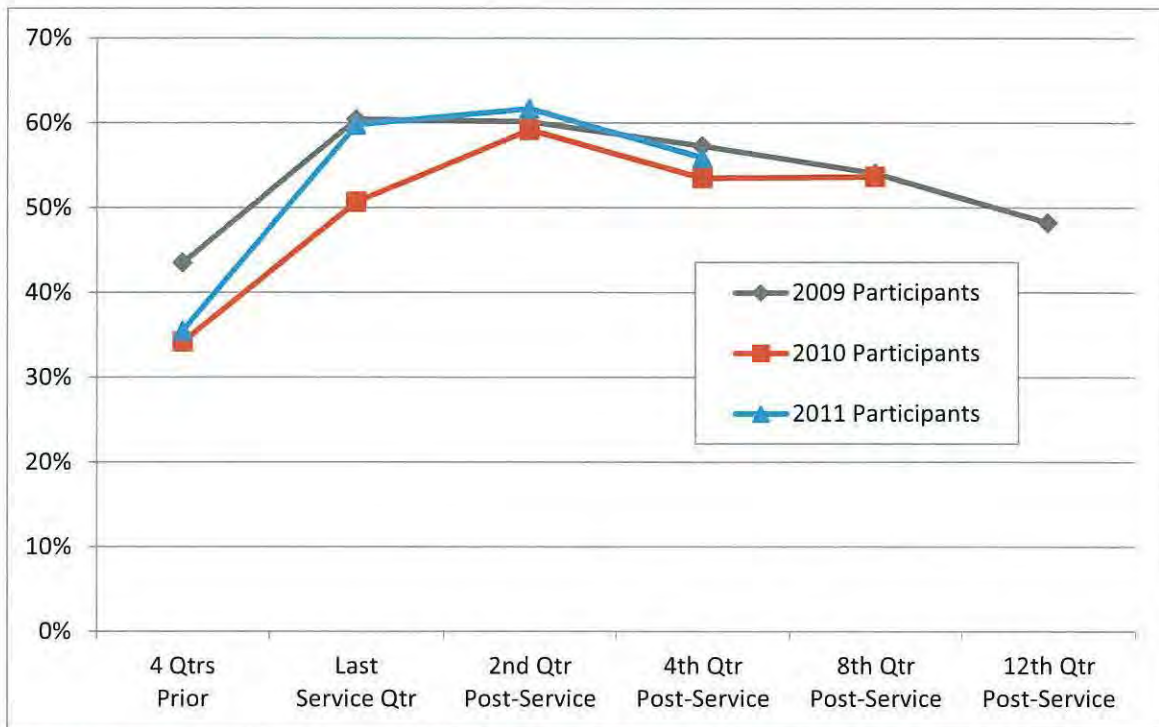
Source: Goodwill participant records and Texas Workforce Commission UI wage and claim records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Goodwill's 2009 participants had higher pre-program employment levels than the 2010 or 2011 groups. Participants in each year had large employment gains in the last quarter of service (roughly a 20% point increase in quarterly employment). This jump in employment rates while still in training may be attributed to the program's focus on helping individuals find immediate employment and then transitioning to longer-term employment through better skills. While the 2009 and 2011 groups remained flat in the second quarter post-service, the 2010 cohort's share employed rose to 59% that quarter. Across all post-service quarters, approximately 55% of Goodwill's 2009-2011 participants were employed. Figure 7 illustrates the employment outcomes for Goodwill participants.

**Figure 7. Average Quarterly Employment<sup>a</sup> for Goodwill's 2009 – 2011 Participants**

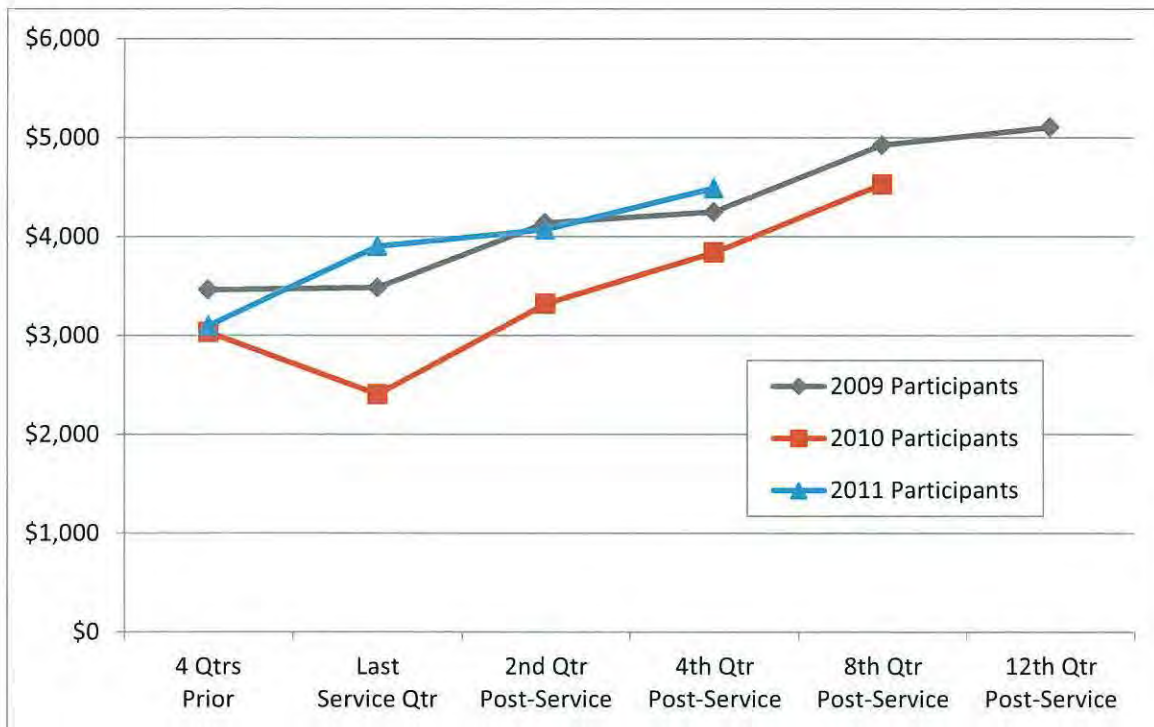


<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Figure 8 illustrates the average quarterly earnings of employed Goodwill participants. The 2010 participants who were employed experienced, on average, a sizeable drop in wages during the last quarter of services, which is a different experience than the other two cohorts. Earnings for all groups showed gains in the post-service period, although the 2010 participants continue to be earning slightly less than the other groups.



**Figure 8. Average Quarterly Earnings of Employed Goodwill 2009-2011 Participants**



Roughly 36% of Goodwill participants qualified for UI benefits based on their employment and earnings histories in the pre-service period. Across all post-service quarters, the share monetarily eligible for UI benefits grew by approximately 11 percentage points.

Approximately 4% of Goodwill participants filed a claim for UI benefits in the four quarters prior to entering Goodwill training. In the post-service period, there was a slight drop in the share filing claims to approximately 3.2%.

Skillpoint Alliance is a regional workforce intermediary based in Austin, Texas. Skillpoint connects individuals, training providers, employers, and other community organizations together to meet identified workforce skills gaps.

Skillpoint offers short-term occupational skills training through its Gateway program.

From 2009 to 2011\*, Skillpoint Alliance received \$244,965 from Travis County for two programs: Youth College & Career and Gateway. The evaluation only examines the Gateway workforce training program.

\*In October 2011, Skillpoint received an additional \$150,000 for the Gateway program for the period October 2011 through December 2012.



For more information visit:  
[www.skillpointalliance.org](http://www.skillpointalliance.org)

## SKILLPOINT ALLIANCE

The mission of Skillpoint Alliance's Gateway program is to get people employed in high-demand occupations at a livable wage. The Gateway program is defined by fairly rapid training. Depending on the occupation targeted, full-time training may range from three to ten weeks. The curricula emphasize hands-on learning opportunities, with the program shifting more class time away from lectures towards active skill development in recent years.

In 2010, Skillpoint renewed its focus on employer engagement. Gateway program administrators recognized a need to better engage employers in a dialogue to understand their workforce needs and to give employers and industry groups a bigger role in shaping the Gateway training programs. The new focus is to match training to the demands of employers so that individuals have the skills they need to gain employment.

The Gateway program expanded from training in one field (general construction) in 2009 to three fields in 2010 (adding electrical and allied health). In 2011, Gateway added training opportunities in nurse aide and plumbing. As the program has grown, Skillpoint Alliance has worked with its training providers to develop a core curriculum that serves as the first step in the training sequence for a number of career paths. For example, a 4-week construction core class is now the entry point for additional training in electrical work or plumbing. The new emphasis on specialty skills is intended to better prepare participants for available employment opportunities.



Professional development became a more formal activity in the Gateway program in 2010. While participants have always developed resumes early in the training sequence, most employment services were offered after the occupational skills training ended. In the new structure, 12 hours of professional development and soft skills training is integrated with the occupational training coursework. Topics include targeted job search, interviewing, and conversational skills. Individual sessions with a workforce development specialist are still offered following training to target participants' specific employment needs.

Many of the Gateway training programs lead to industry-recognized credentials. For example, the construction training program leads to NCCER certifications and apprentice "Level 1" licenses. In 2009, all training was provided through Austin Community College. In 2010, the Associated Builders and Contractors of Central Texas joined as a training provider for the Gateway Electrical training program. Since 2011, Gateway has expanded into other Central Texas counties, often through training partnerships with apprenticeship programs or unions.

### **Wrap-Around Support Services**

In addition to covering the full cost of the training and professional development activities noted above, Skillpoint also provides wrap-around support services to help participants manage the travel, equipment, and clothing requirements of the program. Services include bus passes, parking passes for the community college, tools, work clothes, shoes, and books. Child care assistance may be included on a case-by-case basis.

Skillpoint also connects Gateway participants with other resources in the community. For example, participants are referred to Workforce Solutions Career Centers for workshops on job search skills and other topics. Participants receiving SNAP or TANF are also encouraged to take advantage of the resources available through those programs.

### **Participant Profile**

Skillpoint has established different minimum entry-level skill requirements by occupational program. For example, in construction, participants must have at least a 7<sup>th</sup> grade skill level in reading and math. For the electric program, participants must have at least a 9<sup>th</sup> grade English skills level and a 10<sup>th</sup> grade math skill level. For allied health, participants must

have 10<sup>th</sup> grade skills in both subjects. In 2011, the program began using the GAIN (Global Appraisal of Individual Needs) assessment to identify participants' strengths and weaknesses in reading and math to better target support services.

Gateway administrators noted that the intake process has become more rigorous in recent years, with eligibility interviews focused on identifying candidates who are actually interested in working in the selected field rather than simply participating in training. Interviews are intended to help staff understand the applicant's motivation for training, the individual's attitude and "coach-ability". Staff noted that as the intake process has improved, so too have the employment numbers following training. Approximately 19% of applicants are accepted into a Gateway training program; the number trained each year is driven by space limitations of the training partner, funding limitations, and eligibility.

For Gateway, 343 participants served in the 2009-2011 period were included in the analyses.<sup>11</sup> Approximately 60% were between 20-39 years old, with an average participant age of 34.

### **Participant Outcomes**

At the outset, it is important to note that the construction industry has significant shares of self-employed and independent contractors - workers who would not appear in UI wage records. Therefore, the outcomes presented here likely under-estimate actual outcomes for Gateway participants. Table 5 provides an overview of Gateway participant outcomes.

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<sup>11</sup> One record was removed from analyses due to missing Social Security number.

**Table 5. Skillpoint Alliance's Gateway Program 2009-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2009 Quarterly Employment <sup>a</sup>	14.6%	33.0%	37.2%	36.2%	36.2%	37.2%	38.4%
2010 Quarterly Employment <sup>a</sup>	31.8%	30.9%	52.7%	52.7%	53.6%	.	52.0%
2011 Quarterly Employment <sup>a</sup>	37.6%	40.3%	65.5%	64.8%	.	.	62.5%
Overall Quarterly Employment <sup>a</sup>	29.5%	35.3%	53.6%	53.1%	45.9%	39.5%	49.4%
2009 Average Quarterly Earnings	\$3,195	\$1,258	\$2,645	\$4,032	\$4,589	\$5,180	\$4,318
2010 Average Quarterly Earnings	\$7,593	\$4,348	\$6,032	\$6,426	\$7,072	.	\$6,358
2011 Average Quarterly Earnings	\$3,266	\$2,144	\$4,520	\$4,731	.	.	\$4,661
Overall Average Quarterly Earnings	\$4,756	\$2,536	\$4,640	\$5,141	\$6,204	\$5,097	\$5,173
2009 Qualified for UI Benefits	12.0%	.	.	29.8%	29.8%	26.6%	31.3%
2010 Qualified for UI Benefits	31.6%	.	.	43.6%	52.7%	.	46.9%
2011 Qualified for UI Benefits	33.1%	.	.	61.2%	.	.	55.4%
Overall Qualified for UI Benefits	26.8%	.	.	46.9%	43.4%	29.4%	39.7%
2009 Filed UI Claim	1.33%	2.13%	1.06%	2.13%	1.06%	1.06%	1.49%
2010 Filed UI Claim	3.86%	2.73%	0.91%	6.36%	0.91%	.	2.13%
2011 Filed UI Claim	3.06%	5.76%	0.00%	2.16%	.	.	1.25%
Overall Filed UI Claim	2.84%	3.79%	0.58%	3.50%	0.86%	1.68%	1.65%

Source: Skillpoint Alliance participant records and Texas Workforce Commission UI wage and claim records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

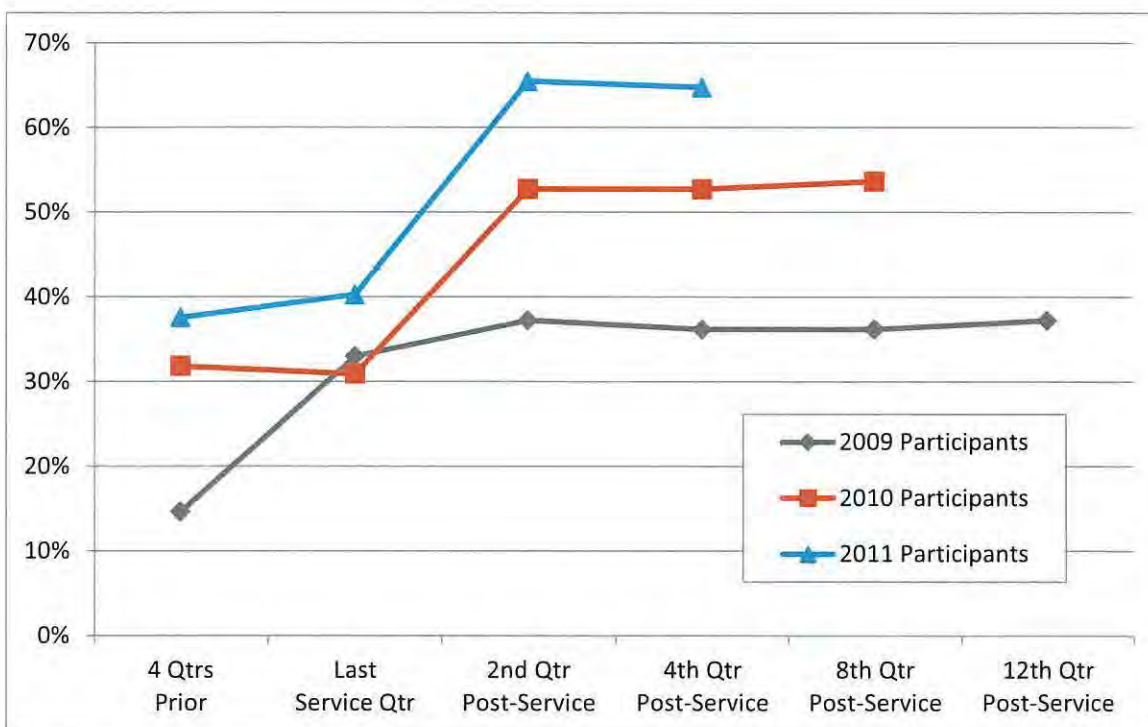
<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

In the four quarters prior to entry, approximately 30% of Skillpoint Alliance's Gateway participants were employed in a UI-covered job in Texas. The employment rate for the 2009 participants started out much lower than the rate for other cohorts, at about 15% compared to over 30%. However, employment for 2009 participants reached nearly 37% in the twelfth quarter post-service (three years after leaving training.) Employment rates for the 2010 and 2011 participants remained stable between pre-services and the last quarter of services but jumped by about 66% to 74% by the second post-service quarter. Employment for 2010 participants reached 53% in the second and fourth quarters after service. For 2011 participants, employment surged to about 66% in the second post-service quarter (six months after leaving training) and held around 65% in the fourth post-service quarter. Across all post-service quarters, almost half of the Gateway program's participants (49%) were employed.



Figure 9 illustrates the quarterly employment outcomes for 2009 through 2011 Gateway program participants.

**Figure 9. Average Quarterly Employment<sup>a</sup> for 2009-2011 Skillpoint Alliance's Gateway Program Participants**

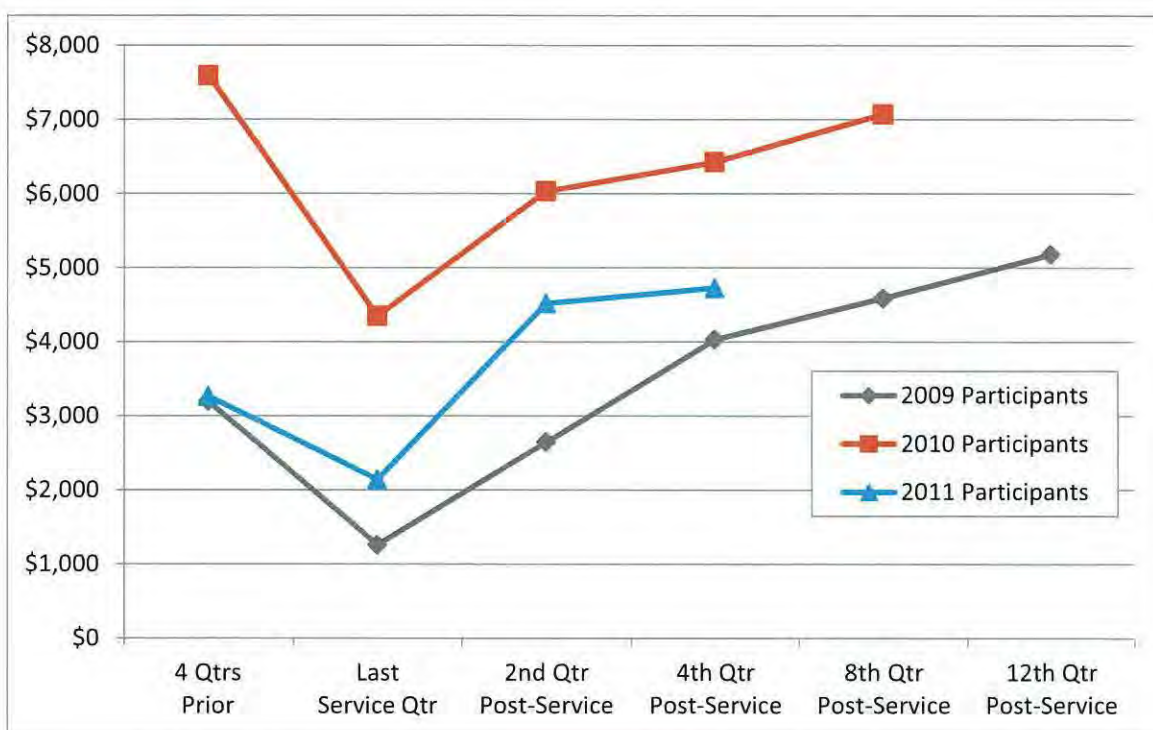


<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

The earnings trajectories of Gateway program participants have varied considerably across annual groups of participants, as illustrated in Figure 10. For 2009 participants, earnings took an expected dip in the last quarter of training. Although their average quarterly earnings doubled between the last quarter of services and the second post-service quarter, earnings were still not as high as pre-service earnings. However, the earnings of employed 2009 participants increased by nearly 60% from before services to three years after services. The 2010 participants started out with much higher wages than the other year's participants (over double the average quarterly earnings of the 2009 and 2011 participants), and while their earnings increased after the expected drop during services, earnings remained slightly lower

than pre-service levels as of two years after services. The 2011 Gateway program participants achieved a 45% earnings gain by their fourth post-service quarter (one year after leaving training).

**Figure 10. Average Quarterly Earnings for Employed 2009-2011 Skillpoint Alliance's Gateway Program Participants**



Only 12% of 2009 participants met the monetary eligibility requirements for UI benefits in the four quarters prior to entering Gateway, compared to over 30% of the 2010 and 2011 participants. The share of participants that met the monetary eligibility requirements rose for each group over time. For the 2009 group, that share rose to 31% across all post-service quarters. Across all post-service quarters, 47% of 2010 participants and 55% of 2011 participants met the monetary eligibility standard. Less than 3% participants filed a UI benefit claim before entering training, and less than 2% filed a claim in any post-service quarter.



Workforce Solutions – Capital Area is the local Workforce Investment Board for Travis County. It is one of 28 local boards in Texas. The board oversees federal and state employment and training programs. The Capital Area Board also raises funds through active grant and contract development efforts for targeted workforce development services.

Travis County funded the Rapid Employment Model (REM) project as a regular workforce services program in 2010 and 2011 for \$244,275; prior to that REM operated as a pilot demonstration project.



For more information visit:  
[www.wfscapitalarea.com](http://www.wfscapitalarea.com)

## **WORKFORCE SOLUTIONS—CAPITAL AREA WORKFORCE BOARD**

Workforce Solutions—Capital Area Workforce Board operates the Travis County-funded Rapid Employment Model (REM) program, which launched in 2006 as a pilot demonstration project then transitioned to regular workforce program operations in 2010.

### **Rapid Employment Model**

The purpose of the REM program is to accelerate the time it takes for individuals to become reemployed with new skills and a marketable credential. Services are specifically targeted at disadvantaged County residents, in particular ex-offenders, welfare recipients (TANF-Choices), and those receiving food stamp (SNAP) benefits.

Workforce Solutions contracts with a number of training providers to serve REM participants, which during the studied timeframe included the Ascend Center for Learning, Skillpoint Alliance's Gateway program, Austin Community College, Express Training Services, Ventana Del Sol, and New Horizons. Participants select from a number of occupations requiring two to eight weeks of training. These include: general construction, electric and plumbing; clerical, office work, computer training; line cook; certified nurse aide; and truck driving.

In 2010, Workforce Solutions developed a Job Preview Exercise to help participants think through the training program and next steps for obtaining a job. The Exercise focuses on barriers to employment, participant's needs and goals for employment, working conditions, and other factors

related to target occupations. The Exercise also asks participants to develop a job search plan that includes identifying three potential job leads. The program specialist then uses the exercise as a framework for discussing training options and opportunities with each participant. The program specialists report that the Exercise has been helpful in keeping the focus on employment rather than training.

### ***Wrap-Around Support Services***

REM participants during the 2009-2010 period received a \$100 per week incentive for perfect attendance, as well as a \$50 bonus for reporting employment to their program specialist. In 2011, the incentive model changed. While participants can still earn \$100 per week for perfect attendance and participation in training activities, only \$50 of the incentive is paid directly to the participant each week. The remaining \$50 is held in reserve and paid to the participant when job placement information is verified by the program specialist. Employment must be for a minimum of 20 hours per week, training-related, and obtained within 12 weeks of training completion. Participants that continue to be employed for six months are eligible to earn an additional \$50 bonus.

REM participants primarily are referred to the program through another workforce training service at the board, such as Project RIO<sup>12</sup> (64% of those included in this analysis) which serves ex-offenders, TANF Choices (11% of those included in this analysis) which serves those on public assistance, and SNAP Employment & Training (8% of those include in this analysis) which serves those receiving food assistance. These programs primarily provide the wrap-around support services participants need to be successful in REM.

### ***Participant Profile***

During the 2009-2011 period, 133 of 225 REM participants were also identified as clients of another workforce program or provider in this evaluation.<sup>13</sup> The majority of REM participants

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<sup>12</sup> Project RIO ended in November 2011.

<sup>13</sup> Among those who were served by another studied agency during the study timeframe, most (56%) had received services at Gateway. About 35% had received services at Ascend Austin, about 4% at Austin Area Urban League, 4% at Goodwill and less than 2% at Capital IDEA.



included in the analysis were male (63%). Approximately 41% were Black, 28% Hispanic, and 24% White.

### **REM Participant Outcomes**

Given the large number of participants who were in construction training, it is likely that the outcomes reported here undercount the actual employment levels reached by REM participants due to the UI coverage issue noted earlier. Table 7 below provides an overview of the labor market outcomes of REM 2009-2011 participants.

**Table 6. REM 2009-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2009 Quarterly Employment <sup>a</sup>	13.7%	29.9%	37.1%	33.0%	34.0%	37.1%	34.8%
2010 Quarterly Employment <sup>a</sup>	28.3%	38.0%	52.2%	45.7%	38.0%	.	46.6%
2011 Quarterly Employment <sup>a</sup>	22.2%	19.4%	41.7%	55.6%	.	.	50.0%
Overall Quarterly Employment <sup>a</sup>	21.0%	31.6%	44.0%	41.8%	36.1%	35.3%	40.6%
2009 Average Quarterly Earnings	\$1,653	\$1,241	\$2,793	\$3,558	\$3,176	\$3,826	\$3,247
2010 Average Quarterly Earnings	\$8,078	\$3,665	\$5,578	\$5,849	\$7,493	.	\$5,823
2011 Average Quarterly Earnings	\$2,924	.	.	\$4,117	.	.	\$3,981
Overall Average Quarterly Earnings	\$5,404	\$2,483	\$4,305	\$4,701	\$5,261	\$4,047	\$4,464
2009 Qualified for UI Benefits	12.1%	.	.	30.9%	26.8%	23.7%	27.0%
2010 Qualified for UI Benefits	29.1%	.	.	42.4%	35.9%	30.8%	38.4%
2011 Qualified for UI Benefits	25.0%	.	.	33.3%	.	.	41.0%
Overall Qualified for UI Benefits	21.1%	.	.	36.0%	31.4%	25.7%	31.6%
2009 Filed UI Claim	0.52%	1.03%	0.00%	2.06%	1.03%	2.06%	1.26%
2010 Filed UI Claim	3.80%	3.26%	1.09%	4.35%	1.09%	.	2.13%
2011 Filed UI Claim	2.78%	2.78%	2.78%	2.78%	.	.	1.40%
Overall Filed UI Claim	2.22%	2.22%	0.89%	3.11%	1.03%	1.47%	1.61%

Source: REM participant records and Texas Workforce Commission UI wage and claim records.

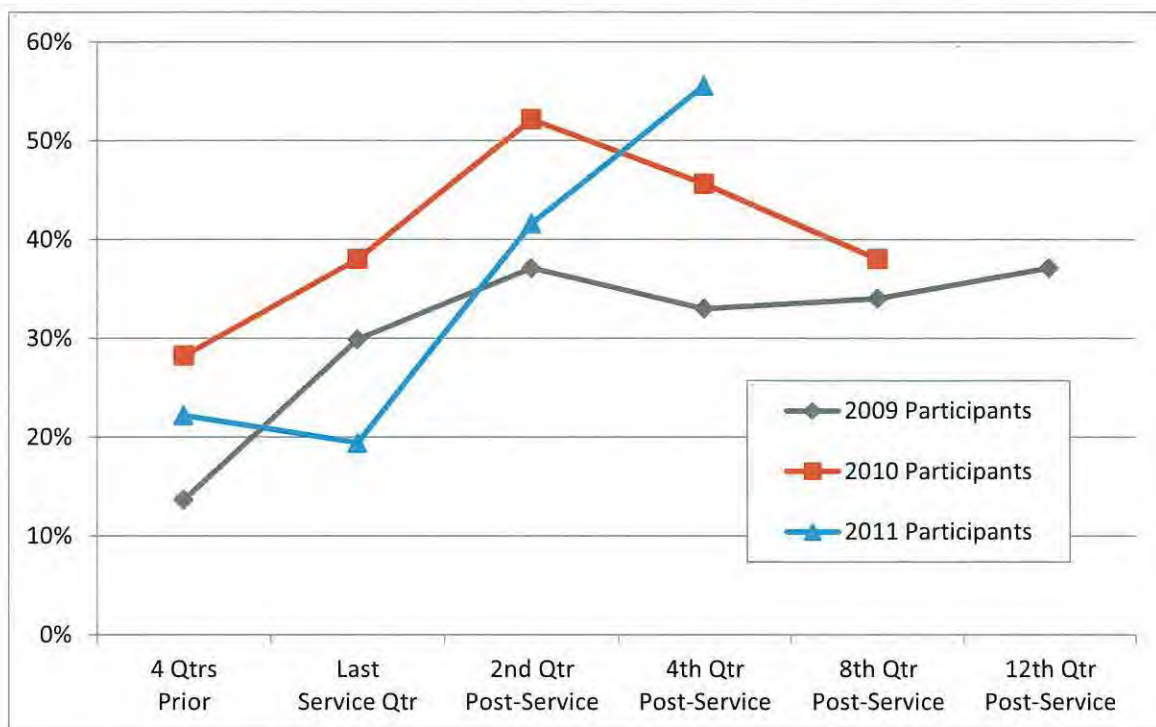
Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

The quarterly employment trajectory of REM participants varied widely across annual groups, as illustrated in Figure 11. For the 2009-2010 cohorts, employment peaked in the second quarter after service (six months later) reaching 37% for the 2009 participants and 52%

for 2010 participants. For 2011 participants, however, the share employed continued to show an increase in the fourth post-service quarter (one year after leaving training). Across all post-service quarters approximately 41% of REM 2009-2011 participants were employed.

**Figure 11. Average Quarterly Employment for 2009-2011 REM Participants**



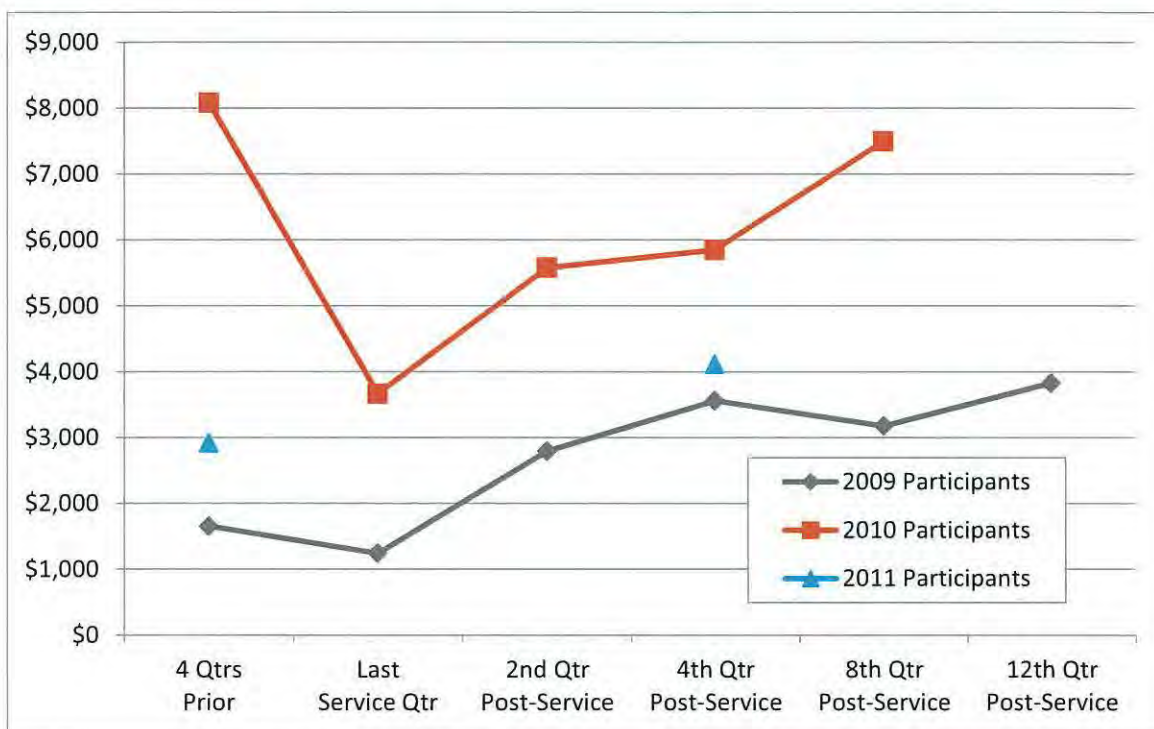
<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.

Figure 12 illustrates that the average quarterly earnings of employed REM participants varied by annual groups. Average quarterly earnings for 2010 participants employed in the four quarters prior to entering REM were significantly larger than 2009 and 2011 participant earnings in the same period. The 2009 participants earned on average \$1,653 in the pre-service period, rising to an average of \$3,826 in the twelfth quarter post-service (three years after leaving training) and an average \$3,247 across all post-service quarters. Participants in 2010 earned an average of \$8,078 in the pre-service period. While those 2010 participants earned an average of \$7,493 in the eighth quarter post-service, earnings across all post-service quarters averaged only \$5,823. The 2011 REM participants earned \$2,924 in the year prior to



entering training. Across all quarters in the post service period, earnings for all cohorts averaged \$4,464.

**Figure 12. Average Quarterly Earnings of Employed REM 2009-2011 Participants**



The share of participants who met monetary eligibility requirements for UI benefits in the pre-service period also differed greatly. Twelve percent of 2009 participants met that standard in the four quarters prior to entry; across all post-service quarters that share rose to 27%. For 2010 participants, 29% met the UI monetary eligibility standards in the pre-service period; that share rose to 38% in all post-service quarters. One-quarter of 2011 REM participants met the monetary qualifications for UI benefits in the year prior to training; that share rose to 41% across all post-service quarters. Few participants filed a claim for UI benefits before or after their REM training.

Capital IDEA provides long-term training in high-wage, high-demand occupations. The mission of the organization is to “sponsor educational opportunities for low-earning adults that lead to life-long financial independence.”\*

As a sectoral workforce development program, Capital IDEA collaborates with employers and training providers to help prepare participants for good jobs with family-supporting wages and benefits

In 2009 and 2010, Travis County invested \$700,213 annually in Capital IDEA.

\*Capital IDEA 2012 flyer.



For more information visit:  
[www.capitalidea.org](http://www.capitalidea.org)

## CAPITAL IDEA

Capital IDEA is a sectoral workforce development program, offering training in nursing, allied health, skilled trades, utilities, information and electronic technologies, and other fields. Approximately 75% of the training is in healthcare. Each program supported at Capital IDEA is one identified by employers as an occupation in high-demand paying \$16 or more per hour.

Capital IDEA carefully screens applicants for suitability with its intensive program design. Programming includes the College Prep Academy (described below), weekly group sessions with a Career Navigator (case manager/counselor) and other participants, and occupational skills training. Eligibility for the program includes at least a 5<sup>th</sup> grade skill level in reading and math and a high school diploma or GED. The College Prep Academy is an intensive 6.5 hour per day, five-day a week program to build math, reading, writing, and study skills. Less than 10% of participants require more than one semester of the academy; those that do repeat typically need additional support in math. Twice a week, time is dedicated to tutoring, advising, or other activities.

One of the primary activities in Capital IDEA is the weekly one-hour peer support group session led by a Career Navigator. Topics for these sessions are driven by student needs and their ability to navigate the college experience. Navigators meet individually with participants at the start of each semester to make sure they get off on the right track.



Capital IDEA covers all tuition, fees and books, and provides financial assistance towards the costs of childcare. The program also covers the cost of uniforms, shoes, tools, training software, and anything required on a class syllabus. Participants are encouraged to manage their own self-sufficiency by working part-time during training. Financial literacy is a core skill participants develop through Capital IDEA. Financial aid and budgeting are important topics that help participants stay focused on the training plan.

### **Wrap-Around Support Services**

The majority of Capital IDEA training is delivered by Austin Community College (ACC). ACC students have a “green pass” which entitles them to free bus, rail, and Express Bus services in the region for the entire semester. College Prep Academy participants, who are not ACC students, are provided bus passes or emergency gas cards if they have a particularly lengthy commute.

Participants receive Wal-Mart gift cards to purchase school supplies including backpacks, printer ink, and paper. The program also covers the cost of other services important to learning, such as eye examinations and eyeglasses, if needed. Emergency utility vouchers, and mortgage and rent assistance are also available on a case-by-case basis.

Capital IDEA refers participants to Workforce Solutions for child care services. For parents who do not receive support through Workforce Solutions, Capital IDEA offers the following support based on income level: If the participant’s family income is under 100% of the Federal Poverty Level, then Capital IDEA covers 100% of allowable childcare cost; if the participant’s family income is over 100% of FPL, then parents pay 20% of the allowable childcare cost, plus any difference above allowable cost. Many of the participant parents have school-aged children, so the required care is typically before/after school rather than full-day.

Capital IDEA has a robust network of informal and formal relationships with social service providers. Participants in need of mental health counseling may be referred to the Samaritan Center. Other partners include Dress for Success and other sources for interview clothes, Blue/Brown Santa, food bank, Housing Authority and Foundation Communities, SafePlace, and many others. Co-location at the ACC Eastview Campus Workforce Center has

improved connections between the local WIA program and Capital IDEA and helps to build partnerships and resource connections.

### **Participant Profile**

Over three-fifths of Capital Idea participants included in this report were female (63%). About one-quarter of the participants whose race/ethnicity are known were Hispanic (27%) and about 20% were Black (race/ethnicity is unknown for 37% of participants). About half were between 20 and 29 years of age.

### **Participant Outcomes**

Table 7 below provides an overview of labor market outcomes for Capital IDEA participants. The evaluation includes participants who started in Capital IDEA between 2003 and 2011 who either completed training or who left prior to completion. Some Capital IDEA completers can be in the program for four or more years; non-completers were typically in the program for more than one quarter. Therefore, participants from recent years who are included in this report are more likely to be ones who dropped out of the program rather than those who completed training. Given changes in the Austin-area labor market, the evaluation of longer-term outcomes from Capital IDEA participation is further divided into two groups in the following analysis: participants who entered training prior to the Great Recession (2003-2008), and those who entered afterwards (2009-2011).



**Table 7. Capital IDEA 2003-2011 Participant Outcomes**

Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	16 <sup>th</sup> Qtr After Service	20 <sup>th</sup> Qtr After Service	24 <sup>th</sup> Qtr After Service	28 <sup>th</sup> Qtr After Service	32 <sup>nd</sup> Qtr After Service	36 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2003 Quarterly Employment <sup>a</sup>	67.7%	76.0%	74.7%	78.2%	80.0%	79.7%	76.1%	72.7%	67.4%	65.7%	65.3%	60.0%	73.0%
2004 Quarterly Employment <sup>a</sup>	65.7%	77.3%	75.5%	79.1%	78.0%	72.3%	74.2%	68.8%	66.7%	63.5%	.	.	72.7%
2005 Quarterly Employment <sup>a</sup>	68.9%	84.6%	86.9%	84.0%	79.4%	79.1%	79.5%	73.5%	66.7%	56.5%	.	.	78.4%
2006 Quarterly Employment <sup>a</sup>	71.9%	80.6%	78.4%	81.4%	75.9%	67.6%	70.0%	69.6%	65.0%	.	.	.	73.2%
2007 Quarterly Employment <sup>a</sup>	64.6%	67.7%	68.5%	65.1%	66.7%	61.5%	69.7%	51.7%	.	.	.	.	64.5%
2008 Quarterly Employment <sup>a</sup>	60.9%	65.3%	62.1%	61.3%	63.3%	62.7%	.	.	.	.	.	.	62.2%
2009 Quarterly Employment <sup>a</sup>	66.4%	70.2%	72.1%	70.6%	63.2%	67.7%	.	.	.	.	.	.	69.3%
2010 Quarterly Employment <sup>a</sup>	65.5%	71.4%	71.9%	72.0%	75.0%	.	.	.	.	.	.	.	73.4%
2011 Quarterly Employment <sup>a</sup>	65.6%	79.2%	70.0%	.	.	.	.	.	.	.	.	.	78.0%
Overall Quarterly Employment <sup>a</sup>	67.1%	75.2%	74.7%	75.3%	73.8%	71.9%	74.5%	70.2%	66.5%	64.3%	64.7%	60.6%	72.0%
2003 Average Qtrly Earnings	\$4,356	\$7,293	\$7,393	\$7,785	\$8,326	\$7,698	\$8,447	\$8,113	\$7,843	\$7,695	\$8,302	\$9,316	\$8,033
2004 Average Qtrly Earnings	\$4,233	\$6,291	\$7,100	\$6,785	\$7,416	\$7,956	\$8,120	\$7,602	\$6,798	\$8,045	.	.	\$7,455
2005 Average Qtrly Earnings	\$4,749	\$6,818	\$7,472	\$8,068	\$8,105	\$8,411	\$7,881	\$7,499	\$7,138	.	.	.	\$7,864
2006 Average Qtrly Earnings	\$4,437	\$7,104	\$7,655	\$7,391	\$7,810	\$7,197	\$7,064	\$7,617	\$7,441	.	.	.	\$7,431
2007 Average Qtrly Earnings	\$4,549	\$6,933	\$6,969	\$7,299	\$7,180	\$6,462	\$6,782	.	.	.	.	.	\$7,063
2008 Average Qtrly Earnings	\$4,259	\$4,548	\$5,342	\$5,388	\$5,934	\$6,021	.	.	.	.	.	.	\$5,673
2009 Average Qtrly Earnings	\$4,792	\$5,192	\$4,967	\$5,078	\$5,498	\$6,825	.	.	.	.	.	.	\$5,476
2010 Average Qtrly Earnings	\$4,569	\$5,549	\$4,974	\$4,808	\$6,300	.	.	.	.	.	.	.	\$5,876
2011 Average Qtrly Earnings	\$4,510	.	.	.	.	.	.	.	.	.	.	.	\$5,203
Overall Avg Qtrly Earnings	\$4,504	\$6,408	\$6,742	\$6,909	\$7,426	\$7,456	\$7,779	\$7,768	\$7,434	\$7,633	\$8,312	\$9,103	\$7,348

Source: Capital IDEA participant records and Texas Workforce Commission UI wage records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.



**Table 7. Capital IDEA 2003-2011 Participant Outcomes continued**

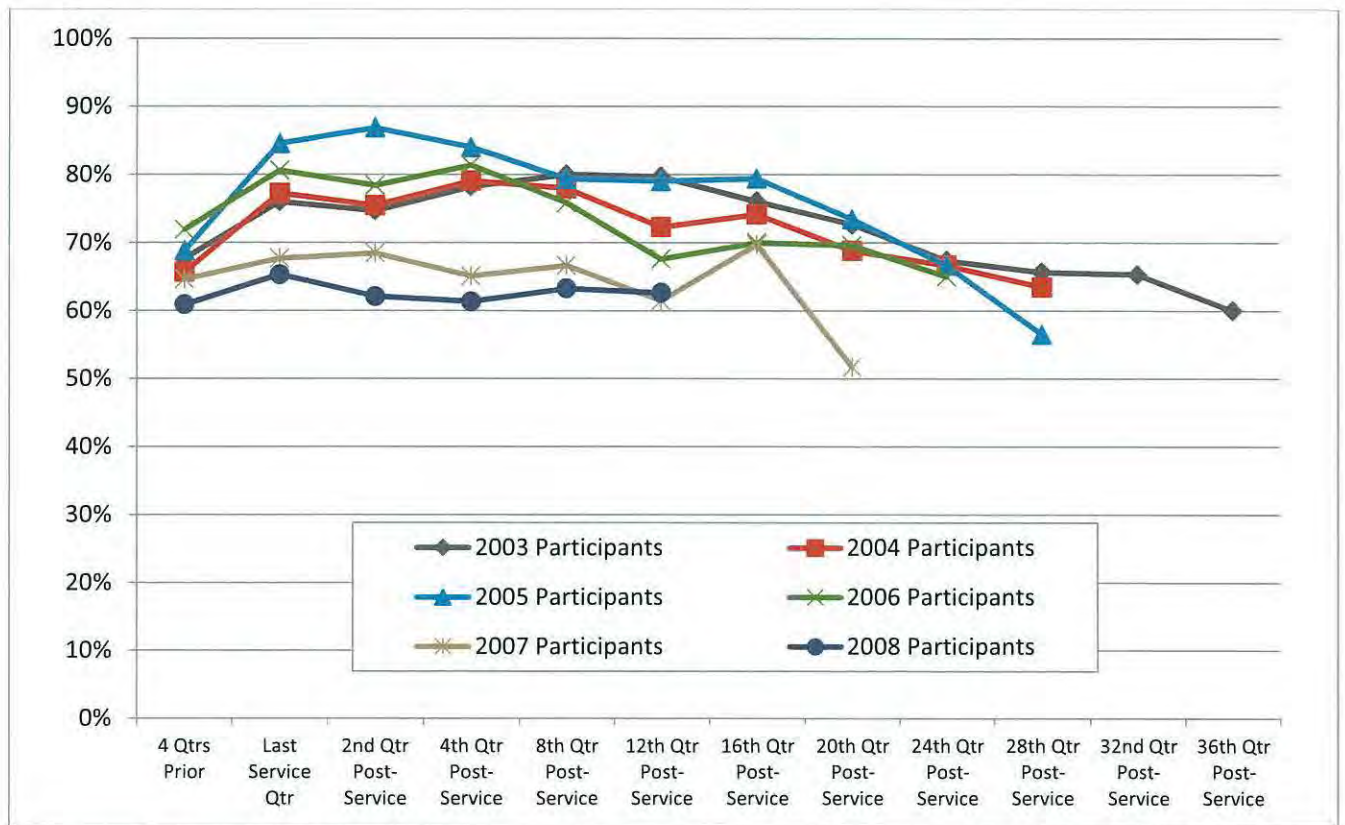
Outcome measure	Four Qtrs Before Service	Last Qtr of Service	2 <sup>nd</sup> Qtr After Service	4 <sup>th</sup> Qtr After Service	8 <sup>th</sup> Qtr After Service	12 <sup>th</sup> Qtr After Service	16 <sup>th</sup> Qtr After Service	20 <sup>th</sup> Qtr After Service	24 <sup>th</sup> Qtr After Service	28 <sup>th</sup> Qtr After Service	32 <sup>nd</sup> Qtr After Service	36 <sup>th</sup> Qtr After Service	All Qtrs After Service Ends
2003 Qualified for UI Benefits	67.0%	.	.	72.9%	74.9%	75.6%	73.9%	73.3%	66.0%	63.4%	62.2%	57.1%	70.7%
2004 Qualified for UI Benefits	61.6%	.	.	74.6%	78.0%	74.3%	71.9%	68.8%	66.7%	67.3%	.	.	70.7%
2005 Qualified for UI Benefits	61.1%	.	.	81.7%	78.2%	77.0%	76.8%	73.5%	68.5%	52.2%	.	.	76.7%
2006 Qualified for UI Benefits	63.3%	.	.	77.7%	75.4%	67.0%	65.7%	70.6%	65.0%	.	.	.	69.5%
2007 Qualified for UI Benefits	55.2%	.	.	65.1%	63.3%	62.5%	65.2%	44.8%	.	.	.	.	59.7%
2008 Qualified for UI Benefits	53.4%	.	.	60.5%	56.4%	57.8%	.	.	.	.	.	.	56.2%
2009 Qualified for UI Benefits	60.9%	.	.	69.3%	66.7%	61.3%	.	.	.	.	.	.	66.7%
2010 Qualified for UI Benefits	63.5%	.	.	64.0%	71.9%	.	.	.	.	.	.	.	70.3%
2011 Qualified for UI Benefits	41.7%	.	.	.	.	.	.	.	.	.	.	.	.
Overall Qualified for UI Benefits	61.0%	.	.	72.2%	71.7%	70.0%	71.3%	70.2%	66.2%	62.9%	62.1%	57.8%	69.4%
2003 Filed UI Claim	5.44%	1.78%	1.33%	1.33%	2.33%	1.52%	1.06%	3.49%	2.08%	2.99%	4.08%	2.86%	2.14%
2004 Filed UI Claim	2.95%	3.64%	1.82%	1.82%	2.75%	0.00%	0.00%	1.30%	2.90%	1.92%	.	.	2.24%
2005 Filed UI Claim	3.14%	3.43%	4.00%	2.96%	3.03%	2.03%	4.46%	4.82%	5.56%	0.00%	.	.	2.72%
2006 Filed UI Claim	2.31%	1.32%	2.64%	1.86%	2.42%	2.23%	1.43%	0.00%	0.00%	.	.	.	2.57%
2007 Filed UI Claim	2.31%	0.77%	3.08%	4.76%	5.83%	2.08%	1.52%	0.00%	.	.	.	.	2.24%
2008 Filed UI Claim	2.82%	2.42%	3.23%	1.68%	4.27%	2.41%	.	.	.	.	.	.	2.41%
2009 Filed UI Claim	5.85%	1.60%	1.12%	3.07%	3.51%	1.61%	.	.	.	.	.	.	2.47%
2010 Filed UI Claim	6.35%	0.00%	5.26%	2.00%	0.00%	.	.	.	.	.	.	.	1.98%
2011 Filed UI Claim	5.21%	0.00%	10.0%	.	.	.	.	.	.	.	.	.	2.75%
Overall Filed UI Claim	3.87%	1.90%	2.65%	2.35%	3.14%	1.71%	1.61%	2.38%	2.44%	2.38%	4.31%	2.82%	2.37%

Source: Capital IDEA participant records and Texas Workforce Commission UI wage and claim records.

Note: A dot represents too few participants, no data to report, or insufficient time passing to report for the timeframe.

In the four quarters prior to enrolling in Capital IDEA, roughly 67% of participants from 2003 to 2011 were employed in a UI-covered job in Texas. In the last quarter of participation, that share rose to 75%. As illustrated in Figure 13, participants from 2003 to 2006 continued to exhibit strong employment levels (about 75%) at 16 quarters (four years) post-service and across all post-service quarters through March 2013, ranging from 70-80%. Employment for the 2007-2008 cohorts was slightly lower than other cohorts in all time periods. This may reflect the difficult times of the Great Recession; however, this group maintained lower employment rates even after the recession officially ended. The employment rate for the 2007 participants dropped sharply in the 20<sup>th</sup> quarter after services to about 52% (down from nearly 70% in the previous year). For these two cohorts (2007-2008), employment across all quarters in the post-service period was approximately 63%. It should be noted again that employment rates are based on those who had a job in a UI-covered position in Texas and that those who are employed outside of Texas are not included in this percentage. It is possible, especially as more time passes, that some participants are employed outside of Texas. However, the extent of this is unknown.

**Figure 13. Average Quarterly Employment<sup>a</sup> for Capital IDEA's 2003-2008 Participants**

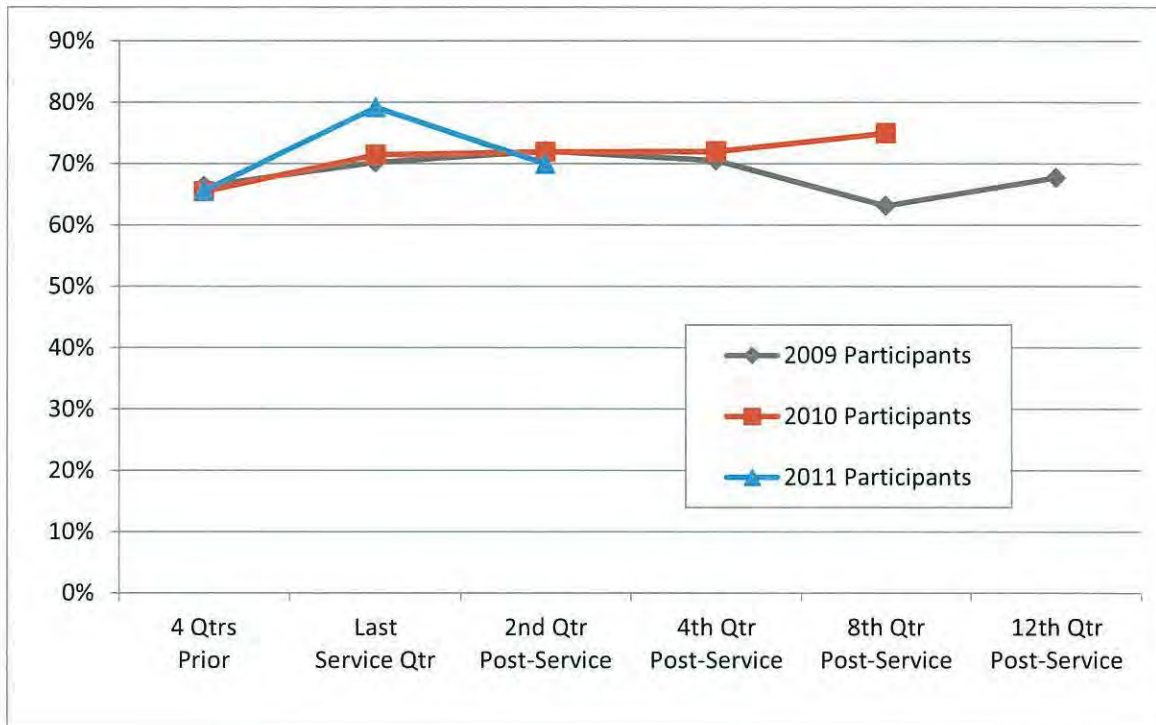


<sup>a</sup> Participants were counted as employed if they were found in Texas UI wage records. Those who were not found may be unemployed, employed outside of Texas, or employed in Texas in a position that is not reported to TWC.



As shown in Figure 14, post-service employment for those Capital IDEA participants in the 2009-2011 cohorts averaged approximately 74%.

**Figure 14. Average Quarterly Employment for Capital IDEA's 2009-2011 Participants**



Earnings in the pre-service period averaged \$4,504 for employed participants. In all post-service quarters, Capital IDEA 2003-2011 participants earned an average of \$7,348, an increase of 63% over their pre-service earnings. The earnings trajectories of Capital IDEA's 2003-2008 participants are shown in Figure 15.

**Figure 15. Average Quarterly Earnings of Employed Capital IDEA 2003-2008 Participants**

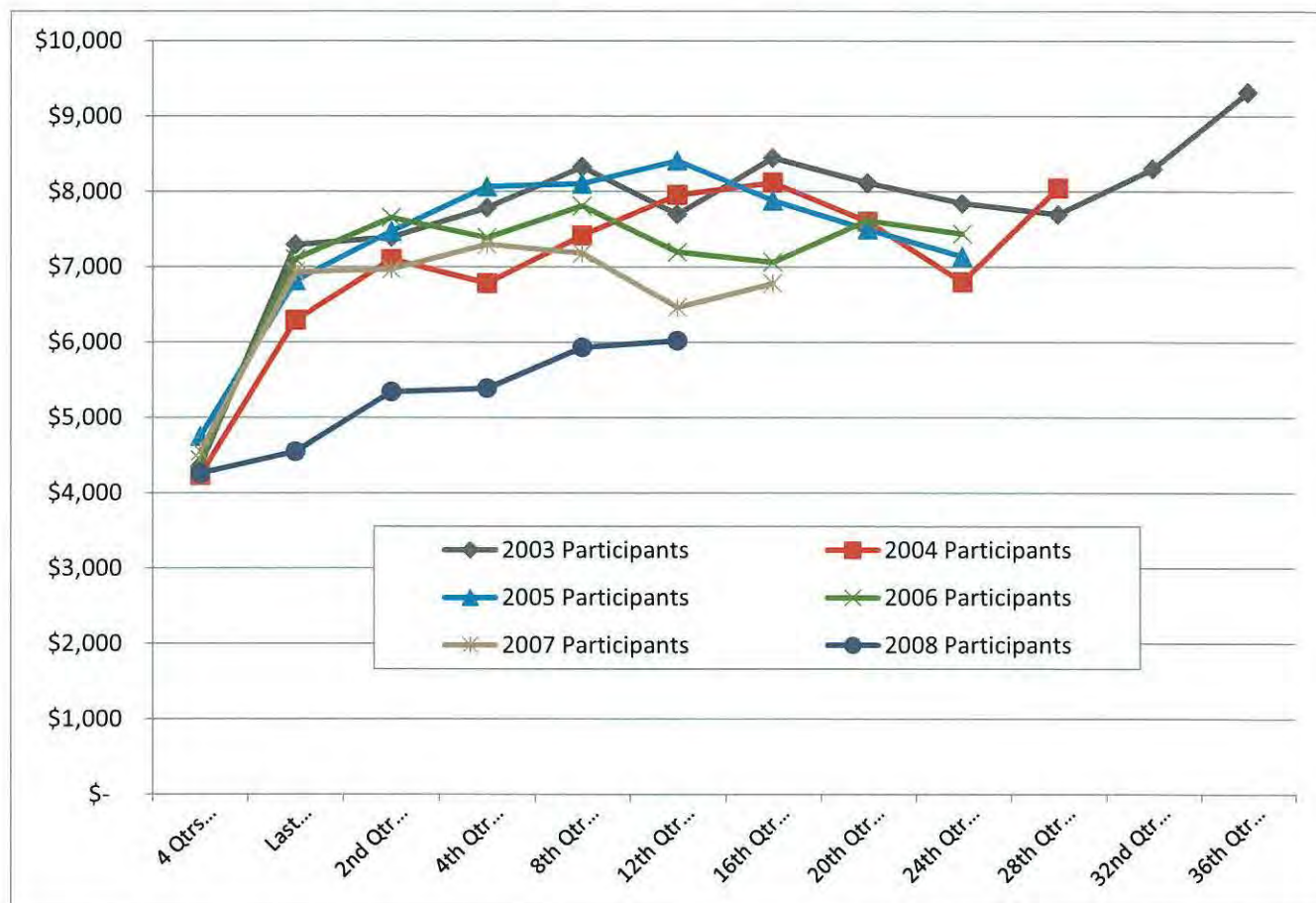
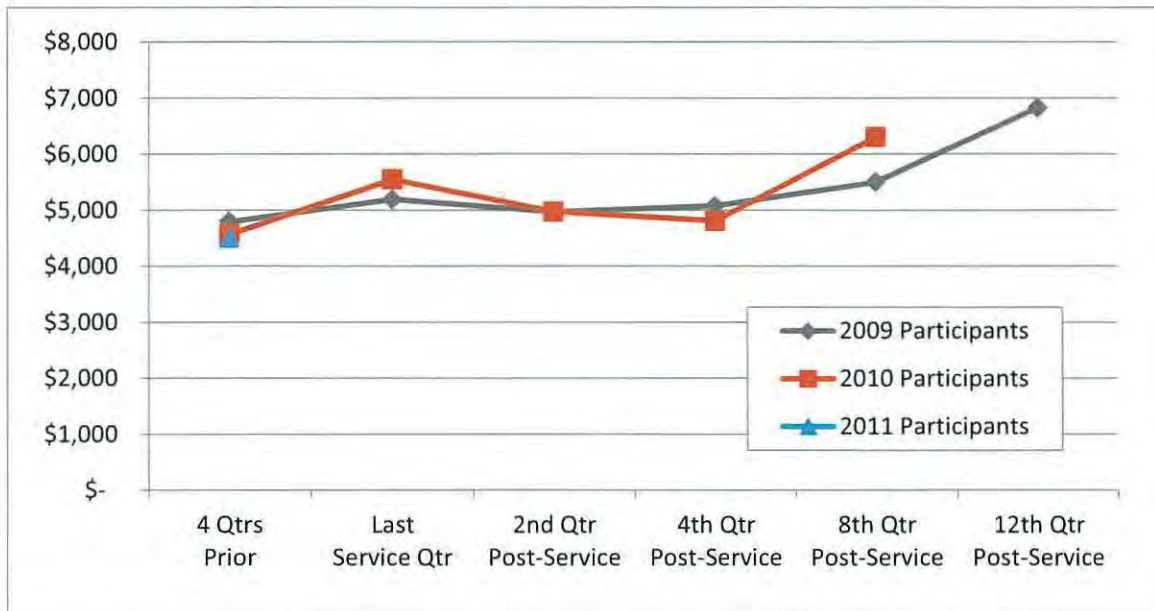


Figure 16 looks at the earnings trajectories of the more recent cohorts of Capital IDEA participants who began the program between 2009 and 2011.

**Figure 16. Average Quarterly Earnings for Employed Capital IDEA 2009-2011 Participants**



Approximately 61% of Capital IDEA participants met the monetary eligibility requirements for UI benefits in the four quarters prior to entry. Across all post-service quarters, that share rose to 69%. Almost 4% of all Capital IDEA 2003-2011 participants filed a claim for UI benefits in the pre-service period, while just 2.4% filed a claim in any post-service quarter.

## CONCLUSIONS AND RECOMMENDATIONS

Travis County, Texas, invests local tax dollars in a continuum of services to improve opportunities for disadvantaged residents, including long-standing investments in workforce development services. Through contracts with a mix of workforce development providers and programs, the County funds opportunities that span from adult basic education to short-term job skills training, all the way up to longer-term occupational training for high-wage careers. Each provider has established at least one target population group for its services, with many using County funds to serve individuals facing considerable obstacles to employment such as homelessness or a criminal background.

The variety of services and target populations makes cross-provider comparisons inappropriate. The providers can be grouped, however, by service length—whether short- or long-term. Of the seven providers examined for this report, six offer relatively short-term services. Average quarterly employment for participants from all six programs increased in the post-service period. Participants from Ascend Center for Learning and Austin Area Urban League saw an approximate six percentage-point increase in average employment across all post-service quarters. Participants from American YouthWorks, Goodwill, Skillpoint Alliance, and the REM program saw an approximate twenty percentage-point increase in average employment over that same period.

The earnings outcomes associated with the increased employment are more varied. Employed participants from American YouthWorks and Goodwill earned approximately \$1,200 to \$1,400 more, on average, in the post-service period compared to their average pre-service earnings. Employed participants from Ascend Center for Learning, Austin Area Urban League, and Skillpoint Alliance earned approximately \$400 to \$500 more, on average, in the post-service period based on the same comparison. Employed participants in the REM program earned less, on average, in the post-service period than they had earned in the pre-service period.

Participants of Capital IDEA, the long-term training provider in the evaluation, show particularly strong earnings gains in the post-service period. Across all cohorts from 2003 through 2011, average quarterly earnings for those employed were up more than \$2,500 from



the average pre-service earnings, even though average quarterly employment only increased about 5% during this period. It is possible that more recent cohorts have a higher share of participants still in training, meaning that the individuals who did not complete the program may be driving the outcomes presented here. The results for recent cohorts may also reflect labor market softening during the time period examined. Future analysis based on additional quarters of post-service employment and earnings may shed light on these issues.

Participation in any skills building appears to have some association with increased employment stability, as evidenced by higher shares of participants in all of the programs meeting the monetary eligibility requirements for Unemployment Insurance benefits in the post-service period. Few participants from any program submitted a claim for UI benefits in the quarters examined.

While this report has focused on participant *outcomes*, the next report in the evaluation series will look at the *impact* of participation in some of the workforce development programs. That quasi-experimental analysis will compare the outcomes of participants to those of a matched comparison group, providing important context for understanding the benefits of participation in a Travis County-funded workforce development program.

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## City of Austin Health and Human Services Department

P.O. Box 1088  
Austin, Texas 78767

**November 15, 2013**

Gerald L. Davis  
President & CEO  
Goodwill Industries of Central Texas  
1015 Norwood Park Boulevard  
Austin, TX 78723

**Re: Annual On-Site Monitoring Visit, September 30, 2013**

Dear Mr. Davis:

The City of Austin appreciates your staff's assistance during the Health and Human Services' annual on-site monitoring visit at Goodwill Industries of Central Texas (GICT) which took place on September 30, 2013. The overall purpose of the visit was to ensure that GICT, in its implementation of the Ready to Work Plus (RTW+) program, is adhering to the terms and conditions of the contract. J. Allan McCracken and I were involved in the on-site monitoring visit which included all elements of the current contract. Client file review focused on sampling client records with enrollment dates of April 1, 2013 – September 27, 2013 to determine GICT's compliance with the City of Austin's eligibility requirements that went into effect on April 1, 2013.

### **Scope**

The parameters for this monitoring visit included an Annual Desk Review of documentation and information submitted by GICT in advance as well as components of fiscal management, program operations, administrative management and prior monitoring results for the on-site review. Areas selected for review were sampled and examined.

### **Annual Desk Review**

As part of the on-site monitoring visit, results of GICT's Annual Desk Review were shared with you and your staff as required by our internal contract management protocol. Prior to the site visit, GICT had submitted online financial, performance and administrative reports including the FY 2013 Administrative Financial Review (AFR) documents for the Contract Manager's review.

#### **I. Financial Review**

All payment requests have been submitted in a timely manner with the appropriate supporting documentation. Adequate progress has been made to expend the contract amount.

#### **II. Performance Review**

GICT has submitted performance reports in a timely manner and as of Quarter 3 (Apr-Jun) reporting, appears to be on track in meeting output and outcome goals.

### **Administrative Review**

All documentation required related to insurance and financial health of the organization has been submitted timely and appears to meet the City's requirements.

### **III. Prior Monitoring Results**

An on-site monitoring visit took place on October 12, 2012. The report dated October 22, 2012, listed the following expectations after reviewing program performance and the client eligibility processes and documentation.

1. Program names must be consistent and clear and the program/funder to which a client is assigned should be clearly evident in the ECM record. A change history should be available in the client's ECM record so that the assignment can be determined.
2. Since program services are being provided at multiple partner locations, records must clearly indicate at what site intake and services are provided.
3. Performance measures that are reported to the City must be derived from standard queries within the ECM. If it is not possible to electronically save a report documenting the genesis of the figures reported, hard copies of reports that include client identifying information must be maintained and must be available to City staff. Output or outcome adjustments from a previous quarter due to unavoidable data entry lag are allowable manual adjustments.
4. Since GICT assigns each client to a specific funding source, financial staff must be able to determine if expenses for a given client may be charged to the City. The method used to assign the accounting for these expenses must be easily demonstrated.
5. All RTW+ client files must be accessible during normal business hours.
6. Client files must be more consistently organized and/or required eligibility documentation must be scanned and attached to the client ECM record. GICT is familiar with the latter method through its participation in the Workforce Solutions WERC collaborative, which also uses the ECM system for client data management.
7. Household income must be clearly documented in each client record and must be updated no less than once every twelve months. Clients who claim no income must attest to that fact using the GICT Self-Attestation form and all household members must be included in the document.

### **On Site Review Observations:**

<b>FINDINGS:</b>	<b>1</b>	Findings are issues identified that do violate federal, state, or local law, breach the terms of the contract or are deemed serious enough as to jeopardize the quality return on investment from community partners.
<b>CONCERNS:</b>	<b>2</b>	Concerns are issues identified that could lead to violations in federal, state or local law, breach the terms of the contract or jeopardize the quality return on investments form community partners.

### **I. Financial Review**

Prior to the monitoring visit, a review of monthly billing was conducted. The City of Austin (COA) would like to commend GICT on the timely submission of monthly payment requests and required supporting documentation. The reporting documentation supplied supported the July 2013 monthly payment request. COA would like to acknowledge GICT



for meeting the expectation #4 (Assignment of COA eligible clients expenses) from the previous monitoring visit.

## **II. Performance Review**

This segment of the review focused on all programmatic aspects which included performance output measures, programmatic reporting, and client file reviews for eligibility and appropriate supporting documentation.

**Programmatic Reports:** Program reports are submitted timely and accurately. An explanation of how data is collected, compiled and reported seemed to accurately support the information provided in the quarterly reports submitted during the contract period. The queries used and the calculation used were explained and supported with hard copies that were available for review. COA would like to acknowledge GICT for meeting the expectation #3 (standard queries for reporting) from the previous monitoring visit.

**Client File Review:** A total of 20 client files were reviewed, 13 through the ECM data management system and 7 hard copy files. In reviewing these files, City staff was looking for documentation to have a reasonable assurance that GICT is in compliance with the COA's April 1, 2013 eligibility requirements and has addressed expectations #5 (files accessible), #6 (file organization and eligibility information in ECM) & #7 (Household Income) from the previous monitoring visit.

**FINDING # 1** – Supporting documentation and information was not available to determine if 15 clients were eligible to receive City funded services.

**Cause** – Two electronic records (687327, 688436) did not contain any of the essential information to establish eligibility. These files did not contain copies of identification to verify identity, supporting documentation to verify residency within the City of Austin and/or Travis County, enough information to verify family size or supporting documentation to confirm income eligibility. This cause is directly related to expectation #6 from the prior monitoring results.

**Cause** – In two additional electronic records (694352, 695777) there was no information to verify residency within the City of Austin and/or Travis County, there was not enough information to verify family size and supporting documentation to determine for income eligibility. This cause is directly related to expectation #6 from the prior monitoring results.

**Cause** – In four electronic records and two paper files, there was no information to verify family members, specifically the nature of the relationships and the ages. Without the ages and the nature of relationships it is 1) not clear who is part of the family and 2) not clear who might have income that should be included in the family income calculations. The COA April 1, 2013 eligibility requirement states that "Client intake form must reflect wages/income of all family members 18 years old or older living in the household." This cause is directly related to expectation #7 from the prior monitoring results.

- For record 694354, the intake form listed that the client had no income but there was no information about the other 2 people in the family. Case notes indicated that the client was living with her husband and daughter, but there was no information about

the husband's or daughter's income. Because the daughter's age was not listed, it was not clear if she was a minor and/or if should be included as part of the family.

- For electronic records 693881, 698124, 697098 and paper record Smixx, the household/family information indicates more than 1 person, but no additional information was provided to establish age and/or relationship. The clients either reported no income or provided supporting documentation for their income, but did not provide any supporting documentation for the additional household/family members identified.
- For paper file Quixxxxx, household/family indicated 2 members, but there was no information in the file establishing the relationship and/or age or any additional supporting documentation. The client provided supporting documentation for income but GICT staff used net income instead of gross income to calculating monthly income.

Cause – In 4 files, 2 electronic records and 2 paper files, there was no information available to determine household/family size. Because income eligibility is tied to the size of a family/household, capturing this information is critical. This cause is also directly related to the expectation #7 from the prior monitoring results.

- For electronic records 688539 and 696354, self-certification of no income was available for review; however, there was no information about the size of the family/household. Had the electronic record indicated a family/household of 1, these files would not be cited for cause.
- The paper file for Mobxxx states no income, but a self-certification of income was not in the file.
- The paper file for Prixx reflects two different income amounts, one from the client and one from the intake staff.

Cause – In the paper file for Wilxxxxx, there was no information regarding income and family/household size.

Effect – Without the required intake information, supporting documentation and correct income calculations to verify eligibility, the City of Austin cannot establish reasonable assurance that Goodwill is in compliance with the City of Austin's eligibility requirements. Because income eligibility is tied to family size, it is important to establish the nature of the relationship, ages and income for each family member as detailed in the City's April 1, 2013 requirements.

REQUIRED ACTION: Given the number of client records that did not contain the required documentation to clearly establish client eligibility, it is necessary for GICT to ensure that all intake staff are abiding by the City of Austin eligibility requirements and that only eligible clients have been charged to the City of Austin. Therefore:

- Beginning January 1, 2014, GICT staff must perform Quality Control on at least 75% of all active files uploaded in the ECM data management system and paper files.
- Beginning January 1, 2014, GICT staff must perform Quality Control on at least 75% of all new files uploaded in the ECM data management system and any new paper files.
- Provide your Contract manager with a copy of the tool used to perform Quality Control for approval.

- In performing Quality Control, if eligibility cannot be established based on the information uploaded in ECM or the paper files, ensure that the City of Austin is not charged for those clients.
- For any files not in compliance with COA eligibility policies, intake staff must be prompted for correction and client must be deemed ineligible to receive services funded by COA funding until eligibility is established.
- Submit a list of files that have gone through the Quality Control process that includes the client names and if they were found to be eligible or ineligible according to eligibility requirement with the monthly payment request.
- Provide technical assistance and training to all intake staff to ensure they are aware of the eligibility requirements and the required supporting documentation that must be uploaded in ECM.
- Submit a copy of the sign-in sheet, presentation, tools and other materials from technical assistance training for intake staff.

**RECOMMENDED ACTION:** Cross training led by GICT staff assigned to the Workforce Readiness and Education Continuum (WERC) for all RTW+ intake staff. After reviewing the WERC files managed by GICT, it was noted that almost all of the files had the required supporting documentation and detailed case notes to verify client eligibility.

**CONCERN #1** – Lack of consistent client file organization and poor documentation.

**Cause** – GICT staff indicated that the ECM file management system contained the information necessary to verify client eligibility; however, paper files were also available for file review. COA staff found many files (electronic and paper) did not have the required supporting documentation.

**Effect** –Based on the current method of client file management, it is not clear which file system (electronic or paper copy) contains the necessary information to verify client eligibility.

**RECOMMENDED ACTION:** Implement a consistent file management system, whether electronic or paper, where all eligibility information is stored and available.

### **III. Administrative Review**

This segment of the review focused on compliance with the records retention, required posting and policies, personnel records and sub-contractor agreements.

A review of employee of files was conducted, specifically I-9s, which appeared to be in order. Travis County's monitoring report for this year was provided which indicated no issues or concerns with the administration of the Ready to Work plus contract.

**OBSERVATION #1** – COA found that GICT has updated many of their tools and forms to align with WERC. If the RTW+ Self-Certification of Income Form had been used and filled in correctly, it would capture the information to establish family size and income. In the event of no income, this form could serve as the certification of no income.

**CONCERN #2** – While GICT has forms and tools that facilitate determining client eligibility, based on the client file review, it appears that tools are not being used consistently.

**REQUIRED ACTIONS:** Revise Self-Certification of Income Form to align with the April 1, 2013 COA requirements. Revise Ready to Work Plus Eligibility Criteria to align with the April 1, 2013 COA requirements and ensure that the determination of family/household size is a required. Update Ready to Work + Standard Operating Procedures to include Self-Certification of Income Form as part of the intake process. Train all GICT intake staff on the new policies and procedures.

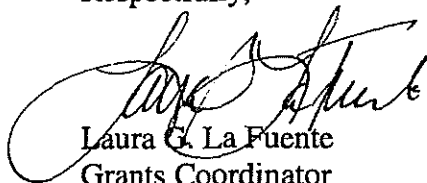
## **Conclusion**

Given GICT's policies and procedures and the positive review of GICT files through the WERC contract, the City had been confident that client records would meet the established guidelines, which appeared to be aligned with the City of Austin's policies. However, the Findings and Concerns identified through the On-Site Monitoring visit clearly demonstrate that GICT is not in compliance with the terms and conditions of the City of Austin's Social Services contract.

Therefore, GICT must submit a written response to the findings and concerns noted in this report no later than December 16, 2013. **The response should clearly articulate additional measures that will be taken by GICT to address each Finding and Concern, including the timeframes for implementation.** COAHHSd will respond no later than 10 working days following the receipt of GICT's response. Follow-up for the purpose of verifying implementation of any corrective actions will be addressed at that time.

We greatly appreciate your time and participation in this process and also appreciate the hard work and good faith effort to improve GICT's accountability in the use of City social services resources.

Respectfully,



Laura G. La Fuente  
Grants Coordinator  
Community Based Resources

Cc: Michael Willard, Vice President for Workforce Development  
Steve Kaiven, Program Manager  
Marisa Rodriguez, Project Manager  
Robert Kingham, Manager, Community Based Resources  
Stephanie Hayden, Assistant Director for Community Services  
Central File





December 16, 2013

Laura La Fuente  
Grants Coordinator  
City of Austin Health and Human Services Department  
PO Box 1088  
Austin, Texas 78767

**Re: Annual On-Site Monitoring Visit, September 30, 2013**

Dear Ms. La Fuente,

This letter is in response to the finding during the Annual On-Site Monitoring Visit, September 30, 2013.

Goodwill Industries of Central Texas appreciates the long standing partnership with the City of Austin and the collaboration that allows us to offer a comprehensive network of workforce development services, resulting in increased self-sufficiency for the most vulnerable in our community. We will continue to leverage our strengths, resources, and expertise with our partners and Job Help Center sites to better serve our clients.

We understand the importance and urgency of gathering all required eligibility requirements to meet the standards set by the City of Austin. We have reviewed and updated the status of eligibility for all 15 cases that COA sited in the review. We have attached our written responses that articulate in detail the specific measures taken for each case.

Goodwill Industries acknowledges the required actions set forth by the City of Austin and have already begun taking action on the following items:

☒ Beginning January 1, 2014, GICT staff must perform Quality Control on at least 75% of all active files uploaded in the ECM data management system and paper files.

☒ Beginning January 1, 2014, GICT staff must perform Quality Control on at least 75% of all new files uploaded in the ECM data management system and any new paper files.

☒ Provide your Contract manager with a copy of the tool used to perform Quality Control for approval.

☒ In performing Quality Control, if eligibility cannot be established based on the information uploaded in ECM or the paper files, ensure that the City of Austin is not charged for those clients.

☒ For any files not in compliance with COA eligibility policies, intake staff must be prompted for correction and client must be deemed ineligible to receive services funded by COA funding until eligibility is established.

***Generating lifelong connections to WORK.***

**STRONG  
COMMUNITIES**

**INDEPENDENCE**

**HEALTHY  
FAMILIES**



☒ Submit a list of files that have gone through the Quality Control process that includes the client names and if they were found to be eligible or ineligible according to eligibility requirement with the monthly payment request.

☒ Provide technical assistance and training to all intake staff to ensure they are aware of the eligibility requirements and the required supporting documentation that must be uploaded in ECM.

In addition to adhering to the required actions, Goodwill has adjusted and increased our measures of quality assurance. First, each RTW+ staff member assigned with new clients must submit proof of eligibility to the Project Coordinator for approval prior to being enrolled in the program. Additionally, an ECM client report was pulled to determine all active clients currently in the RTW+ program. These files were reviewed and were deemed eligible. This process will continue to be utilized to assure Quality Control for the program. Client files are being reviewed for eligibility by the RTW+ Project Coordinators as well as a new quality assurance position funded by Goodwill. This position is staffed by a current veteran staff member.

Other additions include regular meetings with RTW+ Project Coordinators and the Accounting team to ensure any ineligible client enrollments are not receiving services through COA until considered eligible.

Goodwill has also been able to receive additional clarification on eligibility guidelines. The Special Status for our participants who experience Homelessness and Domestic Violence proved to be a confusing challenge. Goodwill defined services that are embedded at A.R.C.H. and Salvation Army as exempt from income and residency requirements due to the fact that program eligibility at those specific sites already qualify those individuals to receive services.

An additional clarification was made with determining income at or below the 200% Federal poverty guidelines. In some cases, a client recorded income at a different amount than documented by Placement Specialist. Both amounts were still within the eligible guidelines and thus the client was deemed income eligible.

Goodwill of Central Texas has been fortunate to be able to serve multiple families and individuals through this program. However, the staff time required to document program eligibility has had a direct impact upon our client services and enrollment of clients into the program. The direct cost of staff time used to collect and document eligibility has increased the cost for the program, while not providing for increases in clients being served nor the services they receive.

We recognize the City of Austin's encouraged emphasis on documentation and program eligibility and will continue to provide these services. We take pride in our ability to learn constantly and be flexible with change. Learning how to prioritize eligibility is a challenge which we are willing to accept and can excel in moving forward.

Thank you,



Michael Willard  
Chief of Mission Services  
Goodwill of Central Texas

RECORD	INITIAL FINDINGS	NOTES	STATUS
687327	Files did not contain copies of identification to verify identity, supporting documentation to verify residency within the City of Austin and/or Travis County, enough information to verify family size or supporting documentation to confirm income eligibility.	Government ID uploaded along with Certification of Income form. Residency cannot be proven.	Deemed Ineligible
688436	Files did not contain copies of identification to verify identity, supporting documentation to verify residency within the City of Austin and/or Travis County, enough information to verify family size or supporting documentation to confirm income eligibility.	Proof of residency was included in the case file and since uploaded into ECM. Not enough supporting documentation for proof of income.	Deemed Ineligible
694352	No information to verify residency within the City of Austin and/or Travis County, there was not enough information to verify family size and supporting documentation to determine for income eligibility.	Proof of residency and family size document uploaded into ECM. Not enough supporting documentation for proof of income. CI acknowledged and signed on intake paperwork as receiving unemployment amount of \$1, 092 for HH size of 3.	Deemed Ineligible
695777	No information to verify residency within the City of Austin and/or Travis County, there was not enough information to verify family size and supporting documentation to determine for income eligibility.	Certification of homeless status was in paper case file; has since been uploaded into ECM. Prior to 12/4/2013 when an email was sent from Ms. La Fuente as clarification, GICT was told if a client is deemed as homeless and proper documentation was collected, income and residency requirements do not apply.	Corrections Made Deemed Eligible
694354-	No additional information was provided to establish age and/or any additional supporting documentation for their income for the additional household/family members identified.	Proof of Household size and residency verified with documented lease. Proof of income cannot be obtained.	Deemed Ineligible
693881	No additional information was provided to establish age and/or any additional supporting documentation for their income for the additional household/family members identified.	Mother's income is not reported because client is not a dependent of the mother and considered living alone. This is based on City's definition given with a summary of the eligibility requirements: <i>A person living with others who are not responsible for the child's support is considered living alone.</i> Therefore, the client is considered the sole household member; income information was collected for this client.	No Correction Needed Deemed Eligible

RECORD	INITIAL FINDINGS	NOTES	STATUS
698124	No additional information was provided to establish age and/or any additional supporting documentation for their income for the additional household/family members identified.	At the time of enrollment, client was being affected by domestic violence. A Certification of DV is signed and included in with the eligibility documents. Since the client is a DV victim per the city: <i>Clients in programs serving victims of violence are not subject to residency or income requirements</i>	No Correction Needed Deemed Eligible
697098	No additional information was provided to establish age and/or any additional supporting documentation for their income for the additional household/family members identified.	At the time of enrollment, client was being affected by domestic violence. A Certification of DV is signed and included in with the eligibility documents. Since the client is a DV victim per the city: <i>Clients in programs serving victims of violence are not subject to residency or income requirements</i> .	No Correction Needed Deemed Eligible
SMIXXX	No additional information was provided to establish age and/or any additional supporting documentation for their income for the additional household/family members identified.	Mother's income is not reported because client is not a dependent of the mother and considered living alone. This is based on City's definition given with a summary of the eligibility requirements: <i>A person living with others who are not responsible for the child's support is considered living alone.</i> Therefore, the client is considered the sole household member; income information was collected for this client.	No Correction Needed Deemed Eligible
QuiXXXXX	No information to verify family members, specifically the nature of the relationships and the ages...	Income was recalculated using gross income and client still fell under the 200% FPIG. Second member of household is reported in Assessment case notes as client's eight year old son. This information has since been included with the electronic eligibility documentation.	Corrections Made Deemed Eligible
688539	In 4 files there was not information available to determine household/family size. This cause is also directly related to the expectation #7 from the prior monitoring results	Eligibility checklist in ECM indicates a household of one. There are no case notes or electronic documents that indicate more than one person in the household.	No Correction Needed Deemed Eligible
696354	In 4 files there was not information available to determine household/family size. This cause is also directly related to the expectation #7 from the prior monitoring results	Certification of Income revised to indicate family of one. Eligibility checklist uploaded with household income calculated with a family of one.	Corrections Made Deemed Eligible
MobXXX	In 4 files there was not information available to	Certification of Income was found in ECM. Electronic copy	Corrections Made



**Goodwill of Central Texas- Ready to Work Plus**
**COA Findings and Concerns Responses**

	determine household/family size. This cause is also directly related to the expectation #7 from the prior monitoring results	was printed and included in case file. Also, a paper copy of the lease was found in the case file stating only one person, the client, lived in the household. All information can be found in ECM.	Deemed Eligible
PriXX	Reflects two different income amounts, one from the client and one from the intake staff.	Eligibility is not determined at intake. The information collected at intake is an estimation given from the client. Placement Specialist gathers accurate information before enrollment into the program. The second amount documented is the amount used to determine eligibility.	No Correction Needed Deemed Eligible
WILXXXXX	there was no information regarding income and family/household size	Income information was unable to be obtained.	Deemed Ineligible

Total Findings: 15

Determined to be eligible: 10

\*No correction was needed for 6 of the findings. Explanations above

Determined to be ineligible: 5

## CONCERNS

Concerns	NOTES	ACTIONS/ TIMEFRAME
#1 Lack of consistent client file organization and poor documentation.	Project Coordinators and staff agreed that all RTW Plus Eligibility documentation will be uploaded into ECM Database.	(1)Eligibility forms were updated and approved by City Contract Manager on 11/18/2013.
		<b>COMPLETED</b>
		(2)Project Coordinators implemented monthly file reviews to be completed at Ready to Work Plus staff meetings. Meetings occur 1 <sup>st</sup> and 3 <sup>rd</sup> Friday of each month.
		<b>COMPLETED and ONGOING</b>

<p>#2 While GICT has forms and tools that facilitate determining client eligibility, based on the client file review, it appears that tools are not being used consistently.</p>	<p>Goodwill Intake Department is responsible for screening job ready adult clients for Job Source Program. The information is verified by the Ready to Work Plus Placement Specialists who are responsible for certifying and gathering documentation for RTW Plus eligibility.</p>	<p>(1) Revised Certification of Income form. Approved by City Grant Manager 11/18/2013 <b>COMPLETED</b></p>
		<p>(2) Revised RTW (+) Eligibility Criteria Checklist to include family size. Approved by City Grant Manager 11/18/2013 <b>COMPLETED</b></p>
		<p>(3) Updated Standard Operating Procedures with approved forms and electronic links to SOP. Updated 12/9/2013 <b>COMPLETED</b></p>
		<p>(4) Trained RTW Staff on new policies and procedures and use of new forms 11/22/2013 <b>COMPLETED</b></p>



City of Austin Health and Human Services Department

P.O. Box 1088  
Austin, Texas 78767

February 19, 2014

Gerald L. Davis  
President & CEO  
Goodwill Industries of Central Texas  
1015 Norwood Park Boulevard  
Austin, TX 78723

**Re: Response to Annual On-Site Monitoring Visit, September 30, 2013**

Dear Mr. Davis:

The City of Austin (COA) received Goodwill Industries of Central Texas's (GICT) response to the monitoring report from the September 30, 2013 on-site visit. The monitoring report noted one (1) Finding that required corrective action and two (2) Concerns, all which required a response.

The City would also like to acknowledge communication with GICT staff on January 9, 2014 to address any questions and provide further clarification after GICT's December 16, 2013 response.

**FINDING #1: Unresolved**

Finding #1 addressed the lack of supporting documentation to determine if 15 clients were eligible to receive City funded services. GICT's response has been reviewed and it has been determined that after providing additional information and/or providing making corrections it is satisfactory for ten (10) of the clients. However, for the remaining five (5), as Goodwill has acknowledged, there is not sufficient supporting documentation to verify residency eligibility (one file) and income eligibility (4 files) and have been deemed ineligible.

Therefore, the City has determined the response and documentation to be unacceptable. **Therefore, Finding #1 is unresolved. To resolve this finding, Goodwill must implement the required actions identified below. A technical assistance visit has been scheduled for late February and an onsite monitoring visit has been scheduled for late March to resolve this Finding.**

**REQUIRED ACTIONS:**

For the five (5) files that have been deemed ineligible, Goodwill must provide reimbursement for any City funds expended to provide training and/or direct financial assistance. The client files include (687327, 688436, 694352, 694354, WilXXX).

Given the number of client records that did not contain the required documentation to clearly establish client eligibility, it is necessary for GICT to ensure that all intake staff are abiding by the City of Austin eligibility requirements and that only eligible clients have been charged to the City of Austin. Based on GICT response and on-going communication with GICT staff, the City believes that many of these items are well underway.

- Beginning January 1, 2014, GICT staff must perform Quality Control on at least 50% of all active files uploaded in the ECM data management system and paper files.

- Beginning January 1, 2014, GICT staff must perform Quality Control on at least 50% of all new files uploaded in the ECM data management system and any new paper files.
- Provide your City Contract Manager with a copy of the tool used to perform Quality Control for approval.
- In performing Quality Control, if eligibility cannot be established based on the information uploaded in ECM or the paper files, ensure that the City of Austin is not charged for those clients.
- For any files not in compliance with COA eligibility policies, intake staff must be prompted for correction and client must be deemed ineligible to receive services funded by COA funding until eligibility is established.
- Submit a list of files that have gone through the Quality Control process that includes the client names with the monthly payment request. *The City acknowledges receipt a list in January with the December payment request.*
- Provide technical assistance and training to all intake staff to ensure they are aware of the eligibility requirements and the required supporting documentation that must be uploaded in ECM.
- Submit a copy of the sign-in sheet, presentation, tools and other materials from technical assistance training for intake staff.

**CONCERN #1** – Tentatively Resolved .

Concern #1 was related to the lack of consistent client file organization and poor documentation. The City has reviewed and determined the response to be acceptable; however, the City will be looking to fully resolve this Concern during the follow-up on-site monitoring visit.

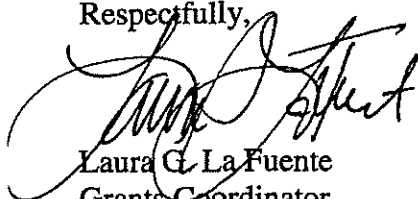
**CONCERN #2** –Resolved

Concern #2 was related to consistent use of forms and tools to determine client eligibility.

The City has reviewed and determined the response and actions to be acceptable; therefore, this Concern has been resolved.

The City of Austin appreciates Goodwill's actions and effort to correct the Finding and Concerns identified and acknowledges the Action Items identified as progress to resolving the one (1) Finding and the one (1) Concern remaining. Until these items are resolved, the recommendation to Stephanie Hayden, Assistant Director for Community Services, is to elevate Goodwill's contract monitoring to Level 2 – Enhanced Reporting.

Respectfully,



Laura G. La Fuente  
Grants Coordinator  
Community Based Resources

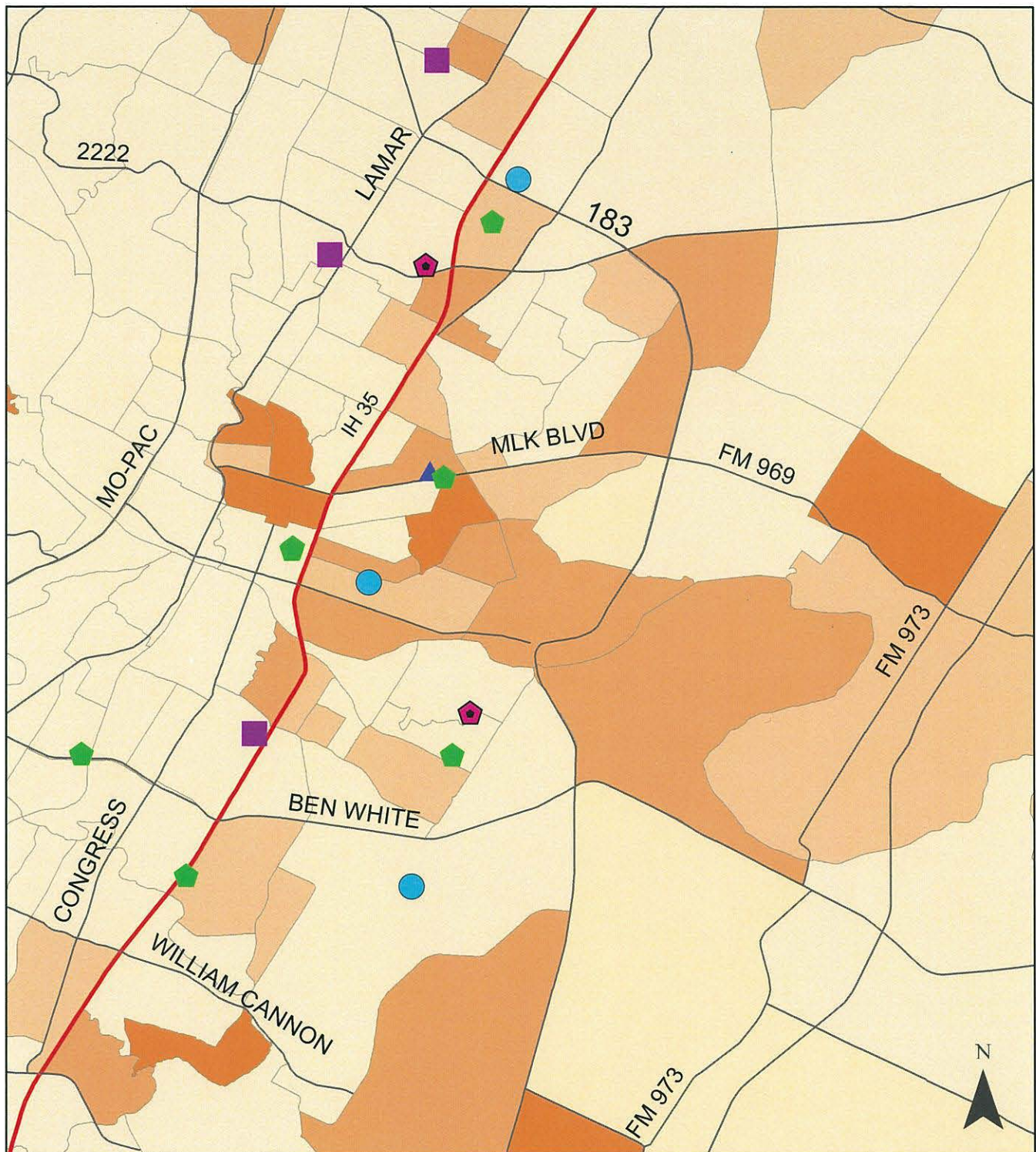
Cc: Michael Willard, Vice President for Workforce Development  
Steve Kaiven, Program Manager  
Marisa Rodriguez, Project Manager  
Robert Kingham, Manager, Community Based Resources  
Stephanie Hayden, Assistant Director for Community Services  
Central File



**Attachment I**  
**Service Locations Map**

# Goodwill Central Texas' Ready to Work Collaborative

## Unemployment Rates by Census Tract



0 1.25 2.5 5 Miles

Sources: CAPCOG Data Clearinghouse,  
Texas A&M GeoServices, American  
Community Survey (2012, 5 yr estimates)

### Proposed Sites

- High School
- Housing Partner
- Job Help Center
- Occupational Training
- Additional Support

### Unemployment Rate by Census Tract

- < 4.9%
- 4.9% - 5.8%
- 5.9% - 6.8%
- > 6.8%

**Attachment J**

**Memoranda of Understanding**

**Letters of Support**

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**AUSTIN COMMUNITY COLLEGE DISTRICT**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas d/b/a Goodwill Central Texas (hereinafter "GCT") and Austin Community College District – Project STEPS (hereinafter "ACC-STEPS") regarding the implementation of the Ready to Work Collaborative program.

**I. *Purpose of MOU***

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and counseling services.

GCT is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. ACC-STEPS agrees to partner with GCT in the manner and methods outlined below in the event that GCT's application is selected for funding. In the event that GCT's application is not selected for funding, this MOU is void.

**II. *Duration of MOU***

This Agreement shall become effective when GCT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. *Project Description: Ready to Work Collaborative***

GCT and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The *Ready to Work Collaborative* builds on the demonstrated success of the existing *Ready to Work Collaborative* program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* program expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community, serving people through GCT Job Help Centers and providing a Placement Specialist as a direct point-of-contact for local nonprofits which have experienced a great need for employment – related services among the populations they serve.

**IV. *General Provisions***

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.



## **V. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

### **a. GCT will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships to those who qualify
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling Services
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

### **b. ACC-STEPS will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff on programmatic and fiscal needs.
2. Make available office/meeting space for GCT staff and clients to engage in employment-related services when needed.
3. Make client referrals based on set partner goals, and refer clients to other partner agencies as appropriate to ensure that clients receive services that most effectively meet their needs.
4. Maintain primary case management responsibilities for each client that is referred to the Ready to Work Collaborative program.
5. Attend bi-annual meetings with GCT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

## **VI. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

## VII. **Amendment or Cancellation of MOU**

Both GCT and Austin Community College District – Project STEPS reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## VIII. **Contacts**

### **GOODWILL INDUSTRIES OF CENTRAL TEXAS**

J. Michael Willard  
Sr. Vice President, Mission Services  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512)

### **GOODWILL INDUSTRIES OF CENTRAL TEXAS**

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

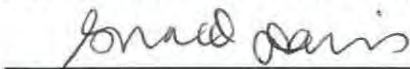
### **Austin Community College District**

Hector Aguilar, Ph.D.  
Executive Dean, Continuing Education  
Highland Business Center  
5930 Middle Fiskville Rd  
Austin, Texas 78752  
Phone: (512) 223-7663  
[haquilar@austincc.edu](mailto:haquilar@austincc.edu)

## **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

Goodwill Industries of Central Texas



Gerald L. Davis  
President and Chief Executive Officer

4/17/14  
Date

Austin Community College District

\_\_\_\_\_  
Hector Aguilar  
Executive Director

\_\_\_\_\_  
Date

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## **VIII. Contacts**

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5930 Middle Fiskville Rd  
Austin, Texas 78752  
Phone: (512) 223-7663  
[haguilar@austincc.edu](mailto:haguilar@austincc.edu)

### **APPROVED:**

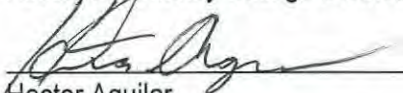
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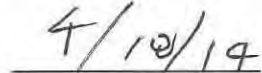
Goodwill Industries of Central Texas

\_\_\_\_\_  
Gerald L. Davis  
President and Chief Executive Officer

\_\_\_\_\_  
Date

Austin Community College District

  
\_\_\_\_\_  
Hector Aguilar  
Executive Director

  
\_\_\_\_\_  
Date

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
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It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and counseling services.

GCT is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. ACC agrees to partner with Goodwill Central Texas in the manner and methods outlined below in the event that GCT's application is selected for funding. In the event that GCT's application is not selected for funding, this MOU is void.

**II. *Duration of MOU***

This Agreement shall become effective when GCT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. *Project Description: Ready to Work Collaborative***

GCT and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The *Ready to Work Collaborative* builds on the demonstrated success of the existing *Ready to Work Collaborative* program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* program expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community, serving people through GCT Job Help Centers and providing a Placement Specialist as a direct point-of-contact for local nonprofits which have experienced a great need for employment – related services among the populations they serve.

**IV. *General Provisions***

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.



## **V. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

### **a. GCT will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Recruit, case manage, and refer *Ready to Work Collaborative* participants to designated courses offered through ACC's Continuing Education department.
4. Ensure participants enrolled into ACC's continuing education courses meet minimum course requirements by developing an education and service plan with each participant.
5. Make classroom space available at GCT locations for ACC instructors when special course sections are developed for *Ready to Work Collaborative* participants.
6. Compensate ACC the cost of tuition and fees for *Ready to Work Collaborative* participants who enroll into designated courses at an average of \$2,100 per participant.
7. Communicate as needed with ACC to evaluate progress and or problems with carrying out the terms of this MOU.
8. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff and participants on programmatic and fiscal needs.
9. Manage a data management tracking system for client and outcome tracking purposes.
10. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

### **b. ACC will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff on programmatic and fiscal needs.
2. Develop and provide designated education, certification, and special session courses to participants of the *Ready to Work Collaborative* that consist of flexible course training schedules and allow for additional accommodations.
3. Ensure that classes that are offered are growing/in-demand jobs as reported by Workforce Solutions, Capital Area.
4. Make instructional resources available for participants enrolled into certificate and special sections courses.
5. Provide all training equipment and supplies, consumables, books, and other items when requested.
6. Work with GCT staff to develop procedures for enrolling participants into ACC certificate and special section education courses, when applicable.
7. Assume responsibility for instruction, scheduling, and faculty qualification for all ACC courses that GCT participants are enrolled in.
8. Provide each participant who completes and passes designated education and special section courses with an ACC certificate of completion.
9. Work with GCT to maintain data for reporting and improvement purposes.
10. Attend bi-annual meetings with GCT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

## **VI. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.

2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

#### VII. **Amendment or Cancellation of MOU**

Both GCT and ACC reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

#### VIII. **Contacts**

##### Goodwill Central Texas

J. Michael Willard  
Sr. Vice President, Mission Services  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512) 637-7100

##### Austin Community College District

Hector Aguilar, Ph.D.  
Executive Dean, Continuing Education  
Highland Business Center  
5930 Middle Fiskville Rd  
Austin, Texas 78752  
Phone: (512) 223-7663  
[haquilar@austincc.edu](mailto:haquilar@austincc.edu)

##### Goodwill Central Texas

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

#### **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

*Goodwill Industries of Central Texas*

By: *[Signature]*

Gerald L. Davis  
President and Chief Executive Officer

*4/17/14*

Date

*Austin Community College District*

By: *[Signature]*

Hector Aguilar, Ph.D.  
Executive Dean, Continuing Education

*4/15/14*

Date

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**CAPITAL AREA COUNSELING**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas and Capital Area Counseling regarding the implementation of the Ready to Work Collaborative program.

**I. Purpose of MOU**

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and counseling services.

Goodwill Industries of Central Texas (GICT) is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. Capital Area Counseling agrees to partner with Goodwill Industries of Central Texas in the manner and methods outlined below in the event that GICT's application is selected for funding. In the event that GICT's application is not selected for funding, this MOU is void.

**II. Duration of MOU**

This Agreement shall become effective when GICT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. Project Description: Ready to Work Collaborative**

Goodwill Industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The *Ready to Work Collaborative* builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* program expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community, serving people through GICT Job Help Centers and providing a Placement Specialist as a direct point-of-contact for local nonprofits which have experienced a great need for employment-related services among the populations they serve.

**IV. General Provisions**

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.

## **V. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

### **a. Goodwill Industries of Central Texas will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships to those who qualify
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling Services
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

### **b. Capital Area Counseling will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GICT staff on programmatic and fiscal needs. The annual cost for the coordinator position is \$6,800 and will cover the coordinator's salary and benefits.
2. Make space available at the Capital Area Counseling office to conduct group sessions with GICT clients twice a week. If attendance is low due to transportation barriers, then Capital Area Counseling will work with GICT to renegotiate the contract. The cost per group session is \$50.
3. Provide individual counseling sessions to clients who have been identified as needing additional support. The cost per individual session is \$10 and there is \$15 intake fee per client.
4. Report the number of individual and group sessions that were conducted with GICT clients on a monthly basis.
5. Attend bi-annual meetings with GICT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

## **VI. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).



## VII. ***Amendment or Cancellation of MOU***

Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## VIII. ***Contacts***

### **Goodwill Industries of Central Texas**

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.Willard@goodwillcentraltexas.org  
Phone: (512) 637-7583

### **Goodwill Industries of Central Texas**

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.Davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

### **Capital Area Counseling**

Ruslyn Smith  
Executive Director  
2824 Real St.  
Austin, Texas 78772  
ruslyn@cacaustin.org  
Phone: (512) 302-1000

## **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

Goodwill Industries of Central Texas

By: 

4/23/2014  
Date

Capital Area Counseling

By: \_\_\_\_\_  
Ruslyn Smith  
Executive Director

\_\_\_\_\_  
Date

## **VII. Amendment or Cancellation of MOU**

Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## **VIII. Contacts**

### **Goodwill Industries of Central Texas**

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
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Michael.Willard@goodwillcentraltexas.org  
Phone: (512) 637-7583

### **Goodwill Industries of Central Texas**

Gerald L. Davis  
President and Chief Executive Officer  
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Austin, Texas 78753  
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Phone: (512) 637-7156

### **Capital Area Counseling**

Ruslyn Smith  
Executive Director  
2824 Real St.  
Austin, Texas 787722  
ruslyn@cacaustin.org  
Phone: (512) 302-1000


## **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

\_\_\_\_\_  
Gerald L. Davis  
President and Chief Executive Officer

\_\_\_\_\_  
Date

  
\_\_\_\_\_  
Ruslyn Smith  
Executive Director

  
\_\_\_\_\_  
Date

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**FRONT STEPS**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas and Front Steps regarding the implementation of the Ready to Work Plus program.

**I. Purpose of MOU**

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and housing services.

Goodwill Industries of Central Texas (GCT) is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. Front Steps agrees to partner with GCT in the manner and methods outlined below in the event that GCT's application is selected for funding. In the event that GCT's application is not selected for funding, this MOU is void.

**II. Duration of MOU**

This Agreement shall become effective when GCT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. Project Description: Ready to Work Collaborative**

Goodwill Industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The Ready to Work Plus program builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community serving people through GCT Job Help Centers and providing a Placement Specialist as a direct point of contact for local nonprofits which have experienced a great need for employment-related services among the populations they serve.

**III. General Provisions**

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.

#### **IV. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

**a. GCT will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

**b. Front Steps will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff on programmatic and fiscal needs.
2. Make available office/meeting space for GCT staff and clients to engage in employment-related services when needed.
3. Make client referrals based on set partner goals, and refer clients to other partner agencies as appropriate to ensure that clients receive services that most effectively meet their needs.
4. Maintain primary case management responsibilities for each client that is referred to the *Ready to Work Collaborative* program.
5. Attend bi-annual meetings with GCT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

#### **V. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

#### **VI. Amendment or Cancellation of MOU**



Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## VII. Contacts

### Goodwill Industries Central Texas

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512)

### Goodwill Industries Central Texas

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

### Front Steps

Greg McCormack  
Program Director  
500 E. 7<sup>th</sup> Street  
Austin, Texas 78701  
Phone: (512) 305-4100  
gmccormack@frontsteps.org

### APPROVED:

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

By: Gerald L. Davis  
Gerald L. Davis  
President and Chief Executive Officer

4/21/14  
Date

By: Mitchell Gibbs  
Mitchell Gibbs  
Executive Director

4-14-2014  
Date

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**AUSTIN TRAVIS COUNTY INTEGRAL CARE**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill industries of Central Texas and Austin Travis County Integral Care regarding the implementation of the Ready to Work Plus program.

**I. *Purpose of MOU***

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and housing services.

Goodwill industries of Central Texas (GCT) is the lead agency applying under the City of Austin's RFP #WDJ0004 for Self-Sufficiency Continuum for Social Service Contracts. Austin Travis County Integral Care agrees to partner with Goodwill industries of Central Texas in the manner and methods outlined below in the event that GCT's application is selected for funding. In the event that GCT's application is not selected for funding, this MOU is void.

**II. *Duration of MOU***

This Agreement shall become effective when GCT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Plus* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. *Project Description: Ready to Work Plus***

Goodwill industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. Ready to Work Plus will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The Ready to Work Plus program builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the Ready to Work Plus program expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community serving people through GCT Job Help Centers and providing a Placement Specialist as a direct point of contact for local nonprofits which have experienced a great need for employment-related services among the populations they serve.

**III. *General Provisions***

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.

#### **IV. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

**a. Goodwill industries of Central Texas will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the Ready to Work Plus program to ensure outcomes and goals are being achieved.

**b. Austin/Travis County Integral Care will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff on programmatic and fiscal needs.
2. Make available office/meeting space for GCT staff and clients to engage in employment-related services when needed.
3. Make client referrals based on set partner goals, and refer clients to other partner agencies as appropriate to ensure that clients receive services that most effectively meet their needs.
4. Maintain primary case management responsibilities for each client that is referred to the Ready to Work Plus program.
5. Attend bi-annual meetings with GCT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

#### **V. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

#### **VI. Amendment or Cancellation of MOU**

Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## VII. **Contacts**

### **Goodwill industries of Central Texas**

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512)

### **Goodwill Industries of Central Texas**

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
[Jerry.davis@austingoodwill.org](mailto:Jerry.davis@austingoodwill.org)  
Phone: (512) 637-7156

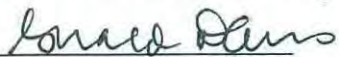
### **Austin Travis County Integral Care**

Greg Gibson, M.A.H.S.  
Housing Administrator  
1430 Collier Street  
Austin, Texas 78704  
Phone: (512) 440-4014  
[Greg.Gibson@atcic.org](mailto:Greg.Gibson@atcic.org)

## **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

Goodwill Industries of Central Texas

By:   
Gerald L. Davis  
President and Chief Executive Officer

4/21/14  
Date

Austin Travis County Integral Care

By: \_\_\_\_\_  
David L. Evans  
Executive Director

\_\_\_\_\_  
Date



Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

#### **VIII. Contacts**

##### **Goodwill Central Texas**

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512)

##### **Goodwill Central Texas**

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

##### **Austin Travis County Integral Care**

David Evans  
Chief Executive Officer  
1430 Collier Street  
Austin, Texas 78704  
Phone: (512) 440-4014  
Greg.Gibson@atcic.org


#### **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

\_\_\_\_\_  
Gerald L. Davis  
President and Chief Executive Officer

\_\_\_\_\_  
Date

  
\_\_\_\_\_  
David L. Evans  
Chief Executive Director

  
\_\_\_\_\_  
Date

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**FOUNDATION COMMUNITIES**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas and Foundation Communities regarding the implementation of the Ready to Work Plus program.

**I. Purpose of MOU**

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and housing services.

Goodwill Industries of Central Texas (GCT) is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. Foundation Communities agrees to partner with GCT in the manner and methods outlined below in the event that GCT's application is selected for funding. In the event that GCT's application is not selected for funding, this MOU is void.

**II. Duration of MOU**

This Agreement shall become effective when GCT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. Project Description: Ready to Work Collaborative**

Goodwill Industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The Ready to Work Plus program builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community serving people through GCT Job Help Centers and providing a Placement Specialist as a direct point of contact for local nonprofits which have experienced a great need for employment-related services among the populations they serve.

**III. General Provisions**

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.

#### **IV. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

##### **a. GCT will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

##### **b. Foundation Communities will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff on programmatic and fiscal needs.
2. Make available office/meeting space for GCT staff and clients to engage in employment-related services when needed.
3. Make client referrals based on set partner goals, and refer clients to other partner agencies as appropriate to ensure that clients receive services that most effectively meet their needs.
4. Maintain primary case management responsibilities for each client that is referred to the *Ready to Work Collaborative* program.
5. Attend bi-annual meetings with GCT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

#### **V. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

#### **VI. Amendment or Cancellation of MOU**

Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

### VIII. **Contacts**

#### **Goodwill Central Texas**

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512)

#### **Goodwill Industries of Central Texas**

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

#### **Foundation Communities**

Julian Huerta  
Deputy Executive Director  
3036 S. 1<sup>st</sup> Street, Suite 200  
Austin, Texas 78704  
Phone: (512) 610-4013  
julian.huerta@foundcom.org

#### **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

*Goodwill Industries of Central Texas*

By: 

Gerald L. Davis  
President and Chief Executive Officer

4/23/14  
Date

*Foundation Communities*

By: 

Walter Moreau  
Executive Director

4/21/14  
Date



**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**SAFEPLACE**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas and Safeplace regarding the implementation of the Ready to Work Plus program.

**I. Purpose of MOU**

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and housing services.

Goodwill Industries of Central Texas (GCT) is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. Safeplace agrees to partner with GCT in the manner and methods outlined below in the event that GCT's application is selected for funding. In the event that GCT's application is not selected for funding, this MOU is void.

**II. Duration of MOU**

This Agreement shall become effective when GCT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. Project Description: Ready to Work Collaborative**

Goodwill Industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The Ready to Work Plus program builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community serving people through GCT Job Help Centers and providing a Placement Specialist as a direct point of contact for local nonprofits which have experienced a great need for employment –related services among the populations they serve.

**III. General Provisions**

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.

#### **IV. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

**a. GCT will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

**b. Safeplace will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GCT staff on programmatic and fiscal needs.
2. Make available office/meeting space for GCT staff and clients to engage in employment-related services when needed.
3. Make client referrals based on set partner goals, and refer clients to other partner agencies as appropriate to ensure that clients receive services that most effectively meet their needs.
4. Maintain primary case management responsibilities for each client that is referred to the *Ready to Work Collaborative* program.
5. Attend bi-annual meetings with GCT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

#### **V. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

#### **VI. Amendment or Cancellation of MOU**

Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

#### VIII. **Contacts**

*Industries of*  
**Goodwill Central Texas**

J. Michael Willard  
Sr. Vice President, Mission Services  
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1015 Norwood Park Blvd.  
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Phone: (512)

*Industries of*  
**Goodwill Central Texas**

Gerald L. Davis  
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Phone: (512) 637-7156

**SafePlace**

Coni Huntsman Stogner  
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Phone: (512) 267-7233  
cstogner@safeplace.org

#### **APPROVED:**

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

*Goodwill Industries of Central Texas*  
BY: Gerald Davis  
Gerald L. Davis

4/21/14  
Date

President and Chief Executive Officer  
*Safe Place*

BY: Julia Spann  
Julia Spann  
Executive Director

4-15-2014  
Date

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**LANIER HIGH SCHOOL**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas and Lanier High School regarding the implementation of the Ready to Work Collaborative program.

**I. Purpose of MOU**

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and counseling services.

Goodwill Industries of Central Texas (GICT) is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. Lanier High School agrees to partner with Goodwill Industries of Central Texas in the manner and methods outlined below in the event that GICT's application is selected for funding. In the event that GICT's application is not selected for funding, this MOU is void.

**II. Duration of MOU**

This Agreement shall become effective when GICT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. Project Description: Ready to Work Collaborative**

Goodwill Industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The *Ready to Work Collaborative* builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* program expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community, serving people through GICT Job Help Centers and providing a Placement Specialist as a direct point-of-contact for local nonprofits which have experienced a great need for employment-related services among the populations they serve.

**IV. General Provisions**

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.



## **V. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

### **a. Goodwill Industries of Central Texas will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships to those who qualify
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling Services
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

### **b. Lanier High School will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GICT staff on programmatic and fiscal needs. The annual cost for the coordinator position is \$6,800 and will cover the coordinator's salary and benefits.
2. Make space available at the Lanier High School office to conduct group sessions with GICT clients twice a week. If attendance is low due to transportation barriers, then Lanier High School will work with GICT to renegotiate the contract. The cost per group session is \$50.
3. Provide individual counseling sessions to clients who have been identified as needing additional support. The cost per individual session is \$10 and there is \$15 intake fee per client.
4. Report the number of individual and group sessions that were conducted with GICT clients on a monthly basis.
5. Attend bi-annual meetings with GICT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

## **VI. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).

Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## VII. Contacts

### Goodwill Central Texas

J. Michael Willard

Sr. Vice President, Mission Services

Goodwill Industries of Central Texas

1015 Norwood Park Blvd.

Austin, TX 78753

Michael.willard@goodwillcentraltexas.org

Phone: (512)

### Goodwill Central Texas

Gerald L. Davis

President and Chief Executive Officer

1015 Norwood Park Blvd.

Austin, Texas 78753

Jerry.davis@goodwillcentraltexas.org

Phone: (512) 637-7156

### Senior High School

Name

Title

Address

Phone

Fax

## APPROVED:

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

Goodwill Industries of Central Texas



Gerald L. Davis

President and Chief Executive Officer

4/23/2014  
Date



4/14/14  
Date

Name Kathy Ryan Title Principal

**MEMORANDUM OF UNDERSTANDING**  
**Between**  
**GOODWILL INDUSTRIES OF CENTRAL TEXAS**  
**And**  
**MCCALLUM HIGH SCHOOL**

The following Memorandum of Understanding (MOU) sets forth the terms of agreement between Goodwill Industries of Central Texas and McCallum High School regarding the implementation of the Ready to Work Collaborative program.

**I. Purpose of MOU**

It is the purpose of this MOU to establish a cooperative and mutually beneficial relationship between the parties and set forth the relative responsibilities of the parties insofar as they relate to the provision of employment, training, and counseling services.

Goodwill Industries of Central Texas (GICT) is the lead agency applying under the City of Austin's RFP #EAD0116 for Self-Sufficiency Continuum for Social Service Contracts. McCallum High School agrees to partner with Goodwill Industries of Central Texas in the manner and methods outlined below in the event that GICT's application is selected for funding. In the event that GICT's application is not selected for funding, this MOU is void.

**II. Duration of MOU**

This Agreement shall become effective when GICT receives official notification from the City of Austin's Health and Human Services (HHSD) and Purchasing Departments that the *Ready to Work Collaborative* contract has been approved and funded under the Self-Sufficiency Continuum for Social Service Contracts Request for Proposal (RFP) process. The agreement shall remain effective for one year from the date of contract approval and can be renewed based on additional funding. Should either party wish to terminate the agreement, sixty (60) days written notice must be given to the other party.

**III. Project Description: Ready to Work Collaborative**

Goodwill Industries of Central Texas and its partners will offer eligible participants the opportunity to achieve self-sufficiency by increasing employment opportunities for disadvantaged persons to further self-reliance. The *Ready to Work Collaborative* will improve the quality of life for adults who are low-income, many of whom have additional barriers such as criminal convictions, or are lacking skills, education, or literacy. Wraparound workforce development services that focus on the ability to secure and retain employment are the focus, including job readiness training, case management, skills training, mental health counseling, job placement, and retention services. The *Ready to Work Collaborative* builds on the demonstrated success of the existing Ready to Work Plus program funded by the City of Austin and Travis County, which offers employment-related services. Leveraging the resources and expertise of partners, the *Ready to Work Collaborative* program expands services to more effectively assist participants with improving their outcomes long-term through work, education, training, and housing. Services will be embedded in the community, serving people through GICT Job Help Centers and providing a Placement Specialist as a direct point-of-contact for local nonprofits which have experienced a great need for employment-related services among the populations they serve.

**IV. General Provisions**

It is understood by the parties that each should be able to fulfill its responsibilities under this MOU in accordance with the provisions of laws and regulations, which govern their activities. If at any time either party is unable to perform its functions under this MOU consistent with such party's statutory and regulatory mandates, the affected party will immediately provide written notice to the other to establish a date for mutual resolution of the conflict.

## **V. Responsibilities of the Parties Under Agreement**

In consideration of the mutual aims and desires of the parties to this MOU, and in recognition of the public benefits to be derived from the implementation of the programs involved, the parties agree that their responsibilities under this MOU will be as follows:

### **a. Goodwill Industries of Central Texas will:**

1. Serve as the fiscal and programmatic agent for the administration of the City of Austin funds.
2. Meet all contract requirements and reporting obligations set forth by the City of Austin.
3. Hire/assign, train, and supervise Placement Specialists to serve as direct point of contact with the partner agency, depending on funds awarded.
4. The following job-related services will be provided to eligible participants based on client need:
  - a. Client Assessment/Individual Job Placement Plan
  - b. Job Readiness Training
  - c. Occupational Skills Training
  - d. Technology Skills Training
  - e. Financial Literacy
  - f. Job Placement/Job Search Assistance
  - g. Job Coaching/Internships to those who qualify
  - h. Case Management
  - i. Retention Services
  - j. Work Support Services/Work Incentives
  - k. Mental Health Counseling Services
5. Manage a data management tracking system for client and outcome tracking purposes.
6. Offer access to Employer Development group to be utilized in client job placement activities.
7. Coordinate bi-annual meetings with partners of the *Ready to Work Collaborative* program to ensure outcomes and goals are being achieved.

### **b. McCallum High School will:**

1. Appoint a designated primary point of contact to assume responsibility for coordination with GICT staff on programmatic and fiscal needs. The annual cost for the coordinator position is \$6,800 and will cover the coordinator's salary and benefits.
2. Make space available at the McCallum High School office to conduct group sessions with GICT clients twice a week. If attendance is low due to transportation barriers, then McCallum High School will work with GICT to renegotiate the contract. The cost per group session is \$50.
3. Provide individual counseling sessions to clients who have been identified as needing additional support. The cost per individual session is \$10 and there is \$15 intake fee per client.
4. Report the number of individual and group sessions that were conducted with GICT clients on a monthly basis.
5. Attend bi-annual meetings with GICT Project Coordinator and other key staff to ensure the success of partnership and program outcomes.

## **VI. Equal Opportunity**

Both parties agree to:

1. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352) and in accordance with Title VI of that act, no person in the United States will on the grounds of race, color, or national origin, be excluded from participation in, denied the benefits of, or be otherwise subjected to discrimination in the delivery of services.
2. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of handicap.
3. Comply with the requirements of the Americans with Disabilities Act of 1990, PL 101-336, 101 Congress 2<sup>nd</sup> Session, 104STAT.327 (July 26, 1990).



Both GICT and the Partner reserve the right to modify the terms of the agreement at anytime and by mutual consent of the parties. The Agreement may be cancelled by either party upon sixty (60) days written notice where the cancelation is for cause and significant breach of the provisions of this Agreement.

## VII. Contacts

### Goodwill Central Texas

J. Michael Willard  
Sr. Vice President, Mission Services  
Goodwill Industries of Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753  
Michael.willard@goodwillcentraltexas.org  
Phone: (512)

### Goodwill Central Texas

Gerald L. Davis  
President and Chief Executive Officer  
1015 Norwood Park Blvd.  
Austin, Texas 78753  
Jerry.davis@goodwillcentraltexas.org  
Phone: (512) 637-7156

### McCallum High School

Name Mike GARRISON  
Title Principal  
Address 5600 SUNSHINE DR  
Phone 512 414-7501  
E-mail michael.garrison@austinisd.org

### APPROVED:

The undersigned parties bind themselves in the faithful performance of this MOU. It is mutually understood that this MOU will not become effective until approved by all parties involved.

BY: Gerald L. Davis J. Michael Willard  
Goodwill Industries of Central Texas

Gerald L. Davis  
President and Chief Executive Officer

4/23/2014  
Date

Mike Garrison  
Name  
Title Principal

4-17-14  
Date



# A.N. McCallum High School

5600 Sunshine Drive

Austin, Texas 78756

Telephone: (512) 414-7505 FAX (512) 453-2599

President and CEO  
Mike Garrison

Goodwill Central Texas

1015 Norwood Park Blvd.

Austin, TX 78753

4/5/2014

Dear Mr. Davis:

Please accept this letter of support on behalf of McCallum High School for Goodwill's Ready to Work Collaborative Program. We believe this program would expand career and educational opportunities for youth who are at risk of dropping out of high school. These students, including those who are homeless/housing unstable, living in poverty, have a history of involvement with the juvenile justice system, in foster care, or who are pregnant or parenting, often need significant additional support to increase their chances of graduating and embarking on successful career and educational paths.

If funded, McCallum High School commits to working with Goodwill to identify and refer students for the program, as well as provide space for JRT class and activities. Expanding career programs for the youth population would have a great impact on our community—these young people would have the chance to develop the skills they need to complete their education, present themselves more effectively to employers and plan for a career.

We wholeheartedly support Goodwill Industries of Central Texas's proposal to the City of Austin and look forward to partnering to improve outcomes for at-risk youth at McCallum High School.

Sincerely,

Beverly Evans

Vocational Adjustment Counselor





DOING  
THE MOST  
GOOD

William Booth, *Founder*  
Linda Bond, *General*  
David Jeffrey, *Territorial Commander*  
Lt. Colonel Ken Luyk, *Divisional Commander*  
Lt. Colonel Henry Gonzalez, *Area Commander*

April 10, 2014

Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

Dear Mr. Davis:

Please accept this letter of commitment on behalf of Salvation Army for the Goodwill's *Ready to Work Collaborative*. We believe this program would expand employment and career options for people with disadvantaging conditions, such as those with disabilities, homeless, and ex-offenders. These populations often need significant additional support to increase their chances of embarking on successful career and educational paths.

Salvation Army currently works with Goodwill to provide adults with barriers to employment, access to employment search services and supports such as job readiness training and occupational skills training through the current Ready to Work Plus Program.

The *Ready to Work Collaborative* will provide essential services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people with barriers to employment and disadvantaging conditions will be able to prepare for, secure, and maintain employment.

If funded, Salvation Army would support and work with Goodwill by identifying qualified individuals and referring them to the program while continuing to providing support thorough case management services.

We wholeheartedly support Goodwill Central Texas's proposal to the City of Austin and look forward to partnering to improve outcomes for this population.

Sincerely,

Henry Gonzalez, Lt. Colonel  
Area Commander  
The Salvation Army

Austin office  
825 E. Rundberg Lane, Suite E6  
Austin, Texas 78753  
voice/tdd: 512-832-6349  
fax: 512-832-1869  
email: [arcil@arcil.com](mailto:arcil@arcil.com)  
**website:** [www.arcil.com](http://www.arcil.com)  
ARCIL Graphics: 512-832-6349



San Marcos office  
voice/tdd: 512-396-5790  
fax: 512-396-5794  
email: [sanmarcos@arcil.com](mailto:sanmarcos@arcil.com)  
Round Rock office  
voice/tdd: 512-828-4624  
fax: 512-828-4625  
email: [roundrock@arcil.com](mailto:roundrock@arcil.com)

Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

4/22/2014

Dear Mr. Davis:

Please accept this letter of support on behalf of ARCIL Inc. for Goodwill's Ready to Work Collaborative. We believe this program would expand employment and career options for people with disadvantaging conditions, such as those with disabilities, living in poverty, and ex-offenders. These populations often need significant additional support to increase their chances of becoming gainfully employed and embarking on successful career and educational paths.

ARCIL Inc. commits to working with the Ready to Work Collaborative to identify and refer individuals to the program and to provide benefits counseling to consumers, when needed.

Expanding career programs for disadvantaged Central Texans would have a positive impact on our community—these individuals would have the chance to develop the marketable skills they need to compete in today's job market, present themselves more effectively to employers and plan for a career.

We wholeheartedly support Goodwill Industries of Central Texas's proposal to the City of Austin and look forward to partnering to improve outcomes for this population.

Sincerely,

  
Ronald Rocha  
Executive Director  
ARCIL Inc.



Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

4/18/2014

Dear Mr. Davis:

Please accept this letter of support on behalf of The Austin Transitional Center for Goodwill's Ready to Work Collaborative. We believe this program would expand employment and career options for people with disadvantaging conditions, such as those with disabilities, living in poverty, and ex-offenders. These populations often need significant additional support to increase their chances of becoming gainfully employed and embarking on successful career and educational paths.

The Austin Transitional Center commits to working with the Ready to Work Collaborative to identify and refer individuals to the program and to provide classroom and training space for program activities.

Expanding career programs for disadvantaged Central Texans would have a positive impact on our community—these individuals would have the chance to develop the marketable skills they need to compete in today's job market, present themselves more effectively to employers and plan for a career.

We wholeheartedly support Goodwill Industries of Central Texas's proposal to the City of Austin and look forward to partnering to improve outcomes for this population.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Nuhn', with a stylized flourish extending to the right.

David Nuhn  
Program Director  
Austin Transitional Center – TDCJ Contract

Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

4/18/2014

Dear Mr. Davis:

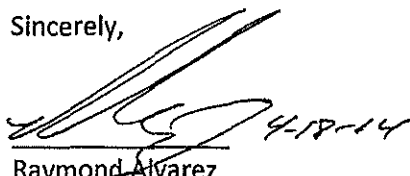
Please accept this letter of support on behalf of The Austin Transitional Center for Goodwill's ready to Work Collaborative. We believe this program would expand employment and career options for people with disadvantaging conditions, such as those with disabilities, living in poverty, and ex-offenders. These populations often need significant additional support to increase their chances of becoming gainfully employed and embarking on successful career and educational paths.

The Austin Transitional Center commits to working with the Ready to Work Collaborative to identify and refer individuals to the program and to provide classroom and training space for program activities.

Expanding career programs for disadvantaged Central Texans would have a positive impact on our community—these individuals would have the chance to develop the marketable skills they need to compete in today's job market, present themselves more effectively to employers and plan for a career.

We wholeheartedly support Goodwill Industries of Central Texas's proposal to the City of Austin and look forward to partnering to improve outcomes for this population.

Sincerely,

A handwritten signature in black ink, appearing to read 'Raymond Alvarez', with the date '4-18-14' written to its right.

Raymond Alvarez  
Program Director  
Austin Transitional Center – Federal Bureau of Prisons Contract



Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

April 16, 2014

Dear Mr. Davis:

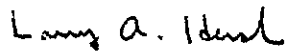
Flextronics Austin enthusiastically supports the Goodwill's Ready to Work Collaborative. This partnership is focused on developing self-sufficiency, healthy families and strong communities. Flextronics Austin currently works with Goodwill to provide youth and youth with disabilities work-based learning through paid internship opportunities through the JumpStart program. JumpStart is designed to prepare at-risk youth with the skills they need for the world of work.

The Ready to Work Collaborative will provide essential services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people with disadvantaging conditions will be able to prepare for, secure, and maintain employment.

If funded, Flextronics Austin supports Goodwill in its goal to develop a trained and job ready workforce for the Austin area. Flextronics encourages other entities to develop similar partnerships with Goodwill, as the JumpStart program and other paid work-based learning experiences have proven an effective training model for clients and an added benefit to Flextronics Austin.

We look forward to working with Goodwill to bring these services to our community and thank you for your thoughtful consideration of this proposal.

Sincerely,

A handwritten signature in cursive script that reads "Larry A. Hersh".

Larry A. Hersh  
Director, Human Resources  
Flextronics

TEXAS



## REAL ESTATE COMMISSION

### APPRAISER LICENSING & CERTIFICATION BOARD

#### TREC Commissioners

April 16, 2014

Avis G. Wukasch  
Chair

Bill L. Jones  
Vice Chair

Joanne Justice  
Secretary

Troy C. Alley, Jr.

Adrian A. Arriaga

Jaime Blevins Hensley

Weston Martinez

T.J. Turner

Chart H. Westcott

Douglas E. Oldmixon  
Administrator

Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

Dear Mr. Davis:

The Texas Real Estate Commission supports the Goodwill's Ready to Work Collaborative. This partnership focuses on developing self-sufficiency, healthy families and strong communities. Texas Real Estate Commission currently works with Goodwill to provide youth and youth with disabilities work-based learning through paid internship opportunities designed to prepare at-risk youth with the skills they need for the world of work.

The Ready to Work Collaborative provides essential services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people with disadvantaging conditions will be able to prepare for, secure, and maintain employment.

#### TALCB Board Members

Jamie S. Wickliffe  
Chair

Laurie C. Fontana  
Vice Chair

Mark A. McAnally  
Secretary

Walker R. Beard

Clayton P. Black

Patrick M. Carlson

Luis F. De La Garza, Jr.

Brian L. Padden

Jesse Barba, Jr.

Douglas E. Oldmixon  
Commissioner

Texas Real Estate Commission would continue to support and work with Goodwill's Ready to Work Collaborative if funding for the program is available. Texas Real Estate Commission would also work with Goodwill staff to provide guidance and support to prepare all clients for sustainable employment.

We look forward to working with Goodwill to bring these services to our community and thank you for your thoughtful consideration of this proposal.

Sincerely,

A handwritten signature in black ink that reads "Kerri Lewis".

Kerri Lewis  
Deputy Administrator/General Counsel

KL/anh



Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

April 10, 2014

Dear Mr. Davis:

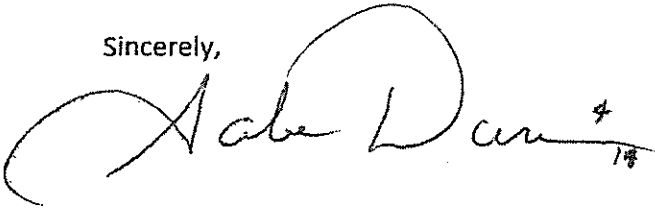
The H-E-B Austin 7 enthusiastically supports the Goodwill's Ready to Work Collaborative. This partnership is focused on developing self-sufficiency, healthy families and strong communities. H-E-B Austin 7 currently works with Goodwill to provide youth and youth with disabilities work-based learning through paid internship opportunities designed to prepare at-risk youth with the skills they need for the world of work.

The Ready to Work Collaborative will provide essential services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people with disadvantaging conditions will be able to prepare for, secure, and maintain employment.

If funded, H-E-B Austin 7 would support and work with Goodwill, and be open to having youth and other clients participate in currently established internship and employment programs. H-E-B Austin 7 would also work with Goodwill staff to provide guidance and support to prepare all clients for sustainable employment.

We look forward to working with Goodwill to bring these services to our community and thank you for your thoughtful consideration of this proposal.

Sincerely,



Gabe Duran  
CCOM

Phone: (512)251-2584  
Fax: (512)990-3706  
S2368m@heb.com

Because People Matter

Austin 7 HEB Corp#236  
1434 Wells Branch Parkway  
Pflugerville, Texas 78660  
Partner Since 1995

Gerald L. Davis  
President and CEO  
Goodwill Central Texas  
1015 Norwood Park Blvd.  
Austin, TX 78753

April 10, 2014

Dear Mr. Davis:

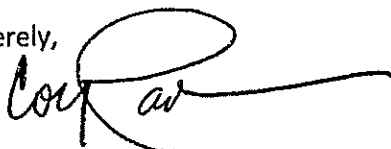
The HEB Springdale enthusiastically supports the Goodwill's Ready to Work Collaborative. This partnership is focused on developing self-sufficiency, healthy families and strong communities. HEB Springdale currently works with Goodwill to provide youth and youth with disabilities work-based learning through paid internship opportunities designed to prepare at-risk youth with the skills they need for the world of work.

The Ready to Work Collaborative will provide essential services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people with disadvantaging conditions will be able to prepare for, secure, and maintain employment.

If funded, HEB Springdale would support and work with Goodwill, and be open to having youth and other clients participate in currently established internship and employment programs. HEB Springdale would also work with Goodwill staff to provide guidance and support to prepare all clients for sustainable employment.

We look forward to working with Goodwill to bring these services to our community and thank you for your thoughtful consideration of this proposal.

Sincerely,

A handwritten signature in black ink, appearing to read "Coy Parker", is written over the word "Sincerely,".

Coy Parker  
Unit Director  
H.E.B Springdale – Austin 13



April 24, 2014

To Whom it may concern;

My name is Maria Valdez and I have been part of the Youth Services program here at Goodwill for the past year.

Through the Goodwill Youth Services Department, not only was I empowered with many resources to help me prosper, but I was offered an opportunity to create a career for myself.

Goodwill has enabled me to have concrete transportation with gas cards every week as well as an incentive plan that rewarded me when I achieved a goal that was necessary and crucial for growth as an individual in the working world.

I was also supported when in a financial bind and Goodwill was not hesitant to step in and be sure that I had everything I needed in order to succeed within and outside of the work place.

Above all, Goodwill offered me a case manager who genuinely cared for my wellbeing and solidified my work ethic; the individuals in Goodwill's Youth Services Department granted me compassion when I needed it, a backbone when I didn't have one, and a smiling face that radiated warmth and understanding that surpasses any monetary value.

Sincerely,

Maria Valdez

April 21, 2014

To Whom It May Concern:

I am writing to express my enthusiastic support for the Goodwill Ready to Work Program. It provides not only a great but necessary benefit to the community. I have high hopes for its continued growth and success.

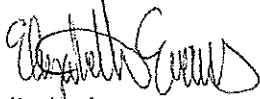
I am a client of the Goodwill Ready To Work program, and among the many things I like about it is that everyone involved is professional and personable, particularly my Placement Specialist, Amelia. She is very insightful and perceptive. With her help I have been able to refine my job search as well as approach it in a more constructive way. Since I began working with her I have not only gotten more interviews but have gone into them with increased confidence, resulting in at least one offer of employment.

I have benefitted from the transportation assistance and gift card incentives provided. They have been tools in helping me get what I have needed for a successful job search. The program is far more than the provision of viable job leads--it gives job seekers valuable tools and resources to not only confront but to conquer the increasingly difficult job market. Having a Placement Specialist onsite is not only convenient but offers a sense of security and confidence that if I have any questions I will be able to get quick, honest, helpful answers.

I have been privileged to have participated in detailed Mock Interview sessions and extremely helpful Interview Practice. I will also attending a Job Seeker Boot Camp in the near future. In my case the programs have shown me that I have a job history that I can be proud of, which has led me to apply for positions more suited my qualifications, rather than "anything I can get."

To conclude, I fully support the efforts of the Goodwill Ready To Work Program as they seek external funding to continue their invaluable work in the Austin community. Its continuation will provide immeasurable benefit to numerous job seekers as well as to all of Austin. Thank you for your time.

Sincerely,

A handwritten signature in black ink, appearing to read 'Elizabeth Evans', written in a cursive style.

Elizabeth Evans



From: Karina Damian  
To: Marisa Rodriguez  
Cc:  
Subject: FW: Letter of Support

**From:** Katty Montilla [katty.jacqueline@gmail.com]  
**Sent:** Tuesday, April 22, 2014 12:54 AM  
**To:** Karina Damian  
**Subject:** Fwd: Letter of Support

Hola Karina,

**From:** Katty Montilla [katty.jacqueline@gmail.com]  
**Sent:** Tuesday, April 22, 2014 12:54 AM  
**To:** Karina Damian  
**Subject:** Fwd: Letter of Support

Hola Karina,

Disculpa que respondiera tan tarde pero hoy tuve un dia muy ocupado y luego con el bebe hasta esta hora es que me pude sentar con calma a responderte, y la verdad lo queria hacer bien.

Espero llenar tus expectativas, por favor no dudes en llamarme si necesitas que te explique mejor mis respuestas ya que estan en ingles y quizas no esten bien construidas las oraciones.

Abajo estan mis respuestas en azul.  
Feliz noche.

Katty.

---

Translated by Bilingual RTW Plus Placement Specialist Karina Damian

To whom it may concern,

My name is Katty Montilla and I am participant of the Goodwill Ready to Work Plus program since 10/01/2013. I wanted to take out this time to share with you my story and how the Goodwill program has helped me gain employment.

**What did you like about the program?***The job Source Program at Goodwill helped me improve my interview skills and confidence. In addition, this program helps individuals grow professionally in many ways.*

**How has it helped you gain employment?***This program has helped me gain employment because of the Boot Camp Training. I belief that every person who comes into the program should attend. Besides my Placement Specialist was great in helping me with my resume and job search.*

**What are some of the services you received while in the Program?***I received two trainings about job interview and resume, also this program helped me and paid for some English courses at UT and provide me with two gift cards for work-wear.*

**How would you describe the program?***In one word Excellent. I think more people need to know about this program. Finding employment this program provides the best tools to get a job that suits the needs of each person.*

**Was it helpful to have a Placement Specialist on site?***Absolutely yes, because she has always focus in what I needed to find a job and be successful. This made me successfully achieve my goal. My Placement Specialist is a professional person who has excellent knowledge and has always shown concern for helping me achieve my career goals.*

I recommend Goodwill of Central Texas to continue the *The Ready to Work Collaborative* so it can provide services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people will be able to prepare for, secure, and maintain employment.

Thank you,  
Katty M



**From:** JOE PORTER <jport\_2@msn.com>  
**Date:** April 22, 2014 at 8:18:27 PM CDT  
**To:** "charles.house@austingoodwill.org"  
<charles.house@austingoodwill.org>  
**Subject:** Please forward this where it belongs

To the Program Directors at Goodwill Ready to Work Plus:

My name is Joseph Porter and I am participant of the Goodwill Ready to Work Plus program since September 2013. I wanted to take out this time to share with you my story and how the Goodwill program has helped me gain employment.

I would first like to thank the local staff and good timing for my fortune. I was, when I met our local Goodwill staff, in desperation mode, having been out of work and benefits and seemingly discounting my worth to temp agencies repeatedly. Your staff held a fair at the San Marcos Public Library and with good fortune, I was there using their broadband to look for work. I was skeptical. I have been "helped" by "professionals" and seem to be losing ground.

I had found some work but what I sought was gainful, full time, employment. As I debased my college education to \$8.00ph labor wages through a temp service, your agency inspired me to keep applying for those jobs I was turned down for so many times. Believing in yourself is hard when the guy on the other side of the desk is telling you, You are worth \$8.00 an hour, no benefits, sick time, no days off, no future. A guy could use a good word.

By believing in me, I achieved. My career job was found after putting in 178 applications with the Department of Health and Human Services. I credit my advisor for assisting me with interview questions, and a confidence that is infectious. I wrote him this letter in thanks:

*Thank you again Charles. You reinforced a confidence in me that had been all but crushed by my work search experiences. I began to regain belief in myself, as well as my sense of humor after interacting with you. I have been dealing with employment and temp agencies since 2008. Jobs for Cats, TWC, Keystaff, Priority Personnel and Peak Performers to name a few. Recently, I felt absolutely defeated when peak performers shot down my application with DARS due to my past indiscretions. I did find some much needed technical support at TWC, but your positive attitude and confidence was infectious. Though, the job I got, I found on my own, I want to credit your support for making it truly happen. I only dreamed I would have to turn down offers because my stock rose so high. That came as a result of the confidence in myself, you helped me to regain. My boss, mentor, and friend at Texas State had that quality. He could inspire me beyond limits. He could prove to me that I shined when I felt my darkest. You share that quality. I always seemed to leave your office feeling better than when I entered, despite still having no job. If Earl Moseley were still alive he would have been the first person I would have shared this success with. He would have probably said "That's a good start, now get busy and soar." I am going to do just that! Thank you again for everything.*

It is my pleasure to recommend your organization to not only live but grow. I recommend Goodwill of Central Texas continue the The Ready to Work Collaborative so it can provide services that are of great value to our community. These include job placement, career readiness training, case management, skills training, and mental health services. With this support, many people will be able to prepare for, secure, and maintain real employment. Thank you all so very much.

Best regards, Joseph Porter  
Ready To Work Plus Participant





Ms. Rodriguez,

I wanted to take this opportunity to thank Austin Goodwill as well as your staff member Samantha Spillman for whom I have had the pleasure of working alongside during the past eight months. During our first meeting, I was distraught, lost and confused as I was recently released from a six month stay at the Travis County SMART Rehabilitation Program. With a new, clear and determined mindset I anxiously looked for answers as I was being required with "society".

From day one, Ms. Spillman was a pleasure and put much of my concerns at ease. She was able to assist me in resume development, job seeking skills training and even provided me with support gift cards that proved useful for gas to and from my interviews. With her assistance I was able to find meaningful work within three weeks, all the while, Samantha continued checking up on my progress and professional growth. With her guidance and positivity, I re-enrolled in graduate school and am in the process of fulfilling my degree requirements and professional aspirations.

Ms. Spillman truly embodies what Austin Goodwill stands for: Ensuring the fact that "Everyone matters. Each person is valuable, capable, and worthy;" something I did not feel at my lowest point. She aided in helping me get back on my feet and truly focused on "strengthening me as an individual," especially when it felt like the world was against me. While I know my past actions will prove disadvantageous at times, it is the spirit of people like Ms. Spillman that help me realize the hope there is in our community. For this I am truly thankful and forever indebted to Samantha and Austin Goodwill.

With Gratitude,

John D. Martinez

Texas State Graduate Student

Healthcare Administration, MHA

## **Attachment L**

### **0615: Connection to Self-Sufficiency Goals and Life Continuum Categories**



## Section 0615

### Connection to Self-Sufficiency Goals and Life Continuum Categories

Select the primary Self-Sufficiency Goal and Life Continuum Category that your Application narrative will describe. If applicable, select any secondary Self-Sufficiency Goals and Life Continuum Categories included in your Application narrative.

For a detailed description of the Self-Sufficiency Goals and Life Continuum Categories, see Section 0500: Section 1 – Introduction.

<p>Select <b>only one (1)</b> of the following as the primary Self Sufficiency Goal your Application will address:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Safety Net Infrastructure</li> <li><input checked="" type="checkbox"/> Transition Out of Poverty</li> <li><input type="checkbox"/> Problem Prevention</li> <li><input type="checkbox"/> Universal Support Services</li> <li><input type="checkbox"/> Enrichment</li> </ul>	<p>Select <b>only one (1)</b> of the following Life Continuum Categories your application will address based on the primary goal selected:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Early Childhood</li> <li><input type="checkbox"/> Youth</li> <li><input checked="" type="checkbox"/> Adults and Families</li> <li><input type="checkbox"/> Seniors &amp; Persons with Disabilities</li> </ul>
---	--

If additional Self-Sufficiency Goals and Life Continuum Categories are addressed by this Application, please identify each goal in the table provided below:

<p>Self-Sufficiency Goals:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Safety Net Infrastructure</li> <li><input type="checkbox"/> Transition Out of Poverty</li> <li><input type="checkbox"/> Problem Prevention</li> <li><input checked="" type="checkbox"/> Universal Support Services</li> <li><input type="checkbox"/> Enrichment</li> </ul>	<p>Life Continuum Categories:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Early Childhood</li> <li><input checked="" type="checkbox"/> Youth</li> <li><input type="checkbox"/> Adults and Families</li> <li><input checked="" type="checkbox"/> Seniors &amp; Persons with Disabilities</li> </ul>
---	--

## **Attachment M**

### **0640: Program Performance Measures and Goals**

## Section 0640

### Program Performance Measures and Goals

#### OUTPUT MEASURES

Provide proposed goal amounts for your program in the City of Austin column, the All Other Funding Sources column and the TOTAL (City + All Other) column.

<u>OUTPUT # 1 (Required)</u>	<u>City of Austin</u> Annual Goal	<u>All Other</u> <u>Funding Sources</u> Annual Goal	<u>TOTAL</u> (City. + All Other) Annual Goal
<b>Number of unduplicated clients served per 12-month contract period</b>	<b>523</b>	<b>53</b>	<b>586</b>

<u>OUTPUT # 2 (Required)</u>	<u>City of Austin</u> Goal	<u>All Other</u> <u>Funding Sources</u> Goal	<u>TOTAL</u> (City + All Other) Goal
<b>Number of unduplicated clients served during the initial 36-month contract period</b>	<b>1361</b>	<b>159</b>	<b>1520</b>

<u>OUTPUT # 3 (Proposed)</u>	<u>City of Austin</u> Annual Goal	<u>All Other</u> <u>Funding Sources</u> Annual Goal	<u>TOTAL</u> (City + All Other) Annual Goal
<b>(Measure name)</b>			

<u>OUTPUT # 4 (Proposed)</u>	<u>City of Austin</u> Annual Goal	<u>All Other</u> <u>Funding Sources</u> Annual Goal	<u>TOTAL</u> (City + All Other) Annual Goal
<b>(Measure name)</b>			

#### OUTCOME (RESULTS) MEASURES

Replace the blue text in the left column of this section with the actual wording of your measures' numerators, denominators, and outcome rates (by %). Also in the right column's shaded blocks, include the corresponding goal amounts and percentages for each line.

Total Program Performance – OUTCOME # 1 (Required)	Total Program Annual Goal
Number of individuals increasing employment income	<b>354</b>
Number of individuals exiting the program	<b>544</b>
<b>Percent of individuals increasing employment income</b>	<b>65%</b>

Total Program Performance – OUTCOME # 2 (Proposed)	Total Program Annual Goal
Number of individuals who earn certification through an educational or occupational training program	<b>53</b>
Number of individuals who enroll in an educational or occupational training program	<b>70</b>
<b>Percent of individuals who earn certification through an educational or occupational program</b>	<b>75%</b>

Total Program Performance – OUTCOME # 3 (Proposed)	Total Program Annual Goal
<b>Number of youth who progress to the next developmental or academic level (numerator)</b>	<b>56</b>

## Section 0640

### Program Performance Measures and Goals

Total number of in-school and out of school youth enrolled (denominator)	80
<b>Percentage of...(description of the outcome percentage)</b> (outcome rate)	<b>70%</b>

*(For additional Output or Outcome measures, copy and paste the blocks above and re-number accordingly)*



## **Attachment N**

### **0645: Program Staff Positions and Time**

## Section 0645

### Program Staff Positions and Time

List this program's position titles only (do not include staff names) and provide the corresponding number of Full Time Equivalent (FTE) positions which are assigned to this specific program.

List Program Staff by Title	Program Staff FTE's
Adult Specialists – PS2	5.0
Adult Specialist – PS3	1.0
Adult Navigator	1.0
Adult Employer Developer	0.5
Adult Project Coordinators	1.5
Adult Intake Specialist	1.0
Youth Specialists	2.0
Youth Job Readiness Trainer	0.5
Youth Employer Developer	0.25
Youth Project Coordinator	0.5
Bridge Specialists	3.0
Bridge Job Readiness Trainer	0.5
Bridge Employer Developer	0.25
Bridge Project Coordinator	0.5
QA Eligibility Specialist	1.0
Grant Manager	0.1
Accounting	0.06
TOTAL FTEs =	18.66

**Attachment O**  
**0650: Budget Narrative**

**Section 0650**  
**Program Budget and Narrative**

Program's Line Item Budget	EARLY CHILDHOOD Amount	YOUTH Amount	ADULTS & FAMILIES Amount	SENIORS & PERSONS WITH DISABILITIES Amount	Amount Funded by ALL OTHER Sources	TOTAL Budget (ALL funding sources)
<b>PERSONNEL</b>						
1. Salaries plus Benefits		\$ 172,539	\$ 515,433	\$ 218,201	\$ 81,004	\$ 987,177
<b>A. Subtotals: PERSONNEL</b>		\$ 172,539	\$ 515,433	\$ 218,201	\$ 81,004	\$ 987,177
<b>OPERATING EXPENSES</b>						
2. General Operating Expenses		\$ 19,198	\$ 44,572	\$ 19,034	\$ 6,075	\$ 88,879
3. Consultants/ Contractuals						
4. Staff Travel - <u>Out of Travis County</u>						
5. Conferences/Seminars - <u>Out of Travis County</u>						
<b>B. Subtotals: OPERATING EXPENSES</b>		\$ 19,198	\$ 44,572	\$ 19,034	\$ 6,075	\$ 88,879
<b>DIRECT ASSISTANCE for PROGRAM CLIENTS</b>						
6. Food/Beverage for Clients						
7. Financial Assistance for Clients		\$ 119,060	\$ 67,900	\$ 57,200	\$ 16,000	\$ 260,160
8. Other ( <i>specify</i> )		\$ 20,000	\$ 120,000			\$ 140,000
<b>C. Subtotals: DIRECT ASSISTANCE</b>		\$ 142,060	\$ 187,900	\$ 60,200	\$ 16,000	\$ 400,160
<b>CAPITAL OUTLAY (with per Unit Cost <u>over \$5,000/unit</u>)</b>						
9. Capital Outlay						
<b>D. Subtotals: CAPITAL OUTLAY</b>						
<b>TOTALS</b>						
<b>GRAND TOTALS (A + B + C + D)</b>		\$ 330,797	\$ 747,905	\$ 294,435	\$ 103, 079	\$ 1,476,137
<b>PERCENT SHARE of Total for Funding Sources:</b>	%	22%	51%	20%	7%	100%



**Section 0650**  
**Program Budget and Narrative**

*Program Subcontractors*

<b>SUBCONTRACTOR #1</b>		
Name of Subcontractor	Capital Area Counseling	
Term of Subcontract (mm/dd/yyyy)	Start date: 10/1/2015	End date: 9/30/2016
Services to be Subcontracted	Mental health counseling services: including group and individual counseling for Depression, Stress and Anxiety, Trauma and Grief and Loss	
Number of Clients to be Served (if applicable)	344	
<b>Dollar Amounts by Funding Source:</b>		
<u>CITY of AUSTIN amount</u> <b>\$15,000</b>	<u>ALL OTHER Sources amount</u> <b>\$ 0</b>	<u><b>TOTAL</b></u> <b>\$ 15,000</b>

<b>SUBCONTRACTOR #2</b>		
Name of Subcontractor	Austin Community College- Continuing Education	
Term of Subcontract (mm/dd/yyyy)	Start date: 10/1/2015	End date:
Services to be Subcontracted	Services include enrollment into occupational training (i.e. PC Tech, CNA, Accounting /Bookkeeping etc.), exam fees and books.	
Number of Clients to be Served (if applicable)	42	
<b>Dollar Amounts by Funding Source:</b>		
<u>CITY of AUSTIN amount</u> <b>\$84,000.00</b>	<u>ALL OTHER Sources amount</u> <b>\$ 10,000.00</b>	<u><b>TOTAL</b></u> <b>\$ 94,000.00</b>

<b>SUBCONTRACTOR #3</b>		
Name of Subcontractor		
Term of Subcontract (mm/dd/yyyy)	Start date:	End date:
Services to be Subcontracted		
Number of Clients to be Served (if applicable)		
<b>Dollar Amounts by Funding Source:</b>		
<u>CITY of AUSTIN amount</u> <b>\$</b>	<u>ALL OTHER Sources amount</u> <b>\$</b>	<u><b>TOTAL</b></u> <b>\$</b>

*(If needed for additional subcontracts, copy blocks above to a new page and re-number them accordingly)*

## Section 0650

### Program Budget and Narrative

#### Program Budget Narrative

Add details to describe the proposed City expenses from your Program Budget form.  
 Explanations for the "Other Sources" line items are not required.

PERSONNEL	NARRATIVE/ Descriptions
1. Salaries and Benefits	Salaries for 18.7 FTEs. Benefits include Leave, Medical, FICA, Workman's Comp/Life/Disability Insurances, 403b match.
<b>OPERATING EXPENSES</b>	
2. General Operating Expenses	Includes, Telephones, Utilities, Printing, Travel WITHIN Travis County, General Office Supplies, Employment Verification, General Insurance, Audit Fees, Drug Screens and Laptop Computers for staff, Rent( North-Goodwill Community Center, South- Goodwill Resource Center, Central- Goodwill Career Academy)
3. Consultants/ Contractuals	
4. Staff Travel - <u>OUT of Travis County</u>	
5. Conferences/Seminars/ Training - <u>OUT of Travis County</u>	
<b>DIRECT ASSISTANCE</b>	
6. Food/Beverage for Clients	
7. Financial Assistance for Clients	<p><b>Includes Support Services:</b> Distributed based on clients immediate needs that are vital in order to obtain and maintain employment. This includes but is not limited to transportation, books/supplies, work Clothing, work supplies, interview clothing, work tools.</p> <p><b>Incentives:</b> Connected to Individual Services plans for GED/Credential, Goal Attainment, Job Placement, Job Promotion, Job Retention, Post Sec. Education, and Completion of Job Readiness Boot Camp.</p> <p><b>Internship Wage &amp; Fringe:</b> Ex. Current Partners: Double Tree Hotel, HEB, Flextronics.</p>
8. Other Direct Assistance (must specify)	<b>Occupational Training:</b> PC Technician, CNA, Maintenance Technician, Accounting and Bookkeeping, HVAC, Electrical, Apartment Maintenance etc.
<b>CAPITAL OUTLAY</b>	
9. <u>Capital Outlay</u> (must specify)	

## **Attachment P**

### **0655: Program Funding Summary**

## Section 0655 Program Funding Summary

In *last column*, insert the twelve (12) month funding amount for your proposed program into the corresponding cell. Next clearly list all of your other funding sources for this program, with their corresponding program periods and amounts. Also ensure that the Total Program Funding in the bottom right cell is calculated correctly.

Funding Sources	Grant/Contract Name	Funding Period Start (mm/dd/yyyy)	Funding Period End (mm/dd/yyyy)	Funding Amount
City of Austin	Social Services Contract	10/01/2015	09/30/2016	\$1,373,137
Travis County	Ready to Work	10/01/2015	09/30/2016	\$103,079
<b>FUNDING AMOUNT TOTAL:</b>				<b>\$1,476,216</b>